

Sales Management

THE MAGAZINE OF MARKETING



Neither Nazis nor Russians could stop him . . . Heinz Rollman lands right side up. See page 37.

HOW ANSUL CHEMICAL CO. PRE-CHECKS EACH NEW
PRODUCT FALK'S DEFENSE-ERA COMPENSATION
PLAN RAY-O-VAC'S HOT COPY SALES BULLETIN

A
BILL
BROTHERS
PUBLICATION

FIF / CENTS

MAY · 20 · 1951



One-Stop Service

How'll you have your story . . . glamorized . . . dramatized . . . just plain documented? Jam Handy can tell your story *exactly* the way you want it told.

An impressive motion picture is the product of many specialized skills, of many talents . . . the sorts of skills and talents you'll find at their finest in The Jam Handy Organization.

One Stop Service saves the time of your management, reduces and simplifies the work in your own offices. With this single accounting and this single responsibility, your worries are put on *our* end.

Look over the complete list of Jam Handy products and services in the column at the right. Here you'll find many aids to help you with your group meetings and all public relations activities.

The
JAM HANDY
Organization

Convention Plans
Motion Pictures
Meetings Packages
Television Commercials
Demonstration Devices
Screen Advertising
Skits
Cartoon Comedies
Training Manuals
Slidefilms
Pictorial Booklets
Transparencies
Slides
Film Distribution
Turnover Charts
Meeting Guides
Tape Recordings
Disc Recordings
Promotion Pieces
Poster Charts
Banners
Training Devices
Quiz Materials
Speech Coaching
Pageants
Stage Presentations
Portable Stagettes
Meeting Equipment
Projection Service
Technicolor Production
Field Surveys
Convention Supervision

Offices →

NEW YORK 19
1775 Broadway

WASHINGTON 6
544 Transportation Bldg.

DAYTON 2
310 Talbott Bldg.

DETROIT 11
2821 E. Grand Blvd.

PITTSBURGH 22
930-932 Penn Ave.

CHICAGO 1
230 North Michigan Ave.

LOS ANGELES 21
7046 Hollywood Blvd.

The best testimonial of all:

Architectural Record sets another new record in advertising volume!

MINERAL SPRINGS HIGH SCHOOL



With 232 pages of display advertising in the April issue, Architectural Record has achieved the largest advertising volume ever published in a single issue by any magazine serving architects. The Record's advertising total in the first four months of this year was 796 pages, a 13% gain over 1950, and the largest volume for any comparable period in our history.

One reason why, year after year, Architectural Record is the first choice of building products manufacturers is its consistent editorial concentration on the *kinds* of buildings proven by Dodge Reports to be of greatest current importance to its readers and advertisers. The June issue, for example, features schools, one of 1951's most active building markets . . . and presents practical solutions to design problems imposed by today's high costs and materials shortages.

Mineral Springs Schools, Winston-Salem,
N.C., first presented to architects and
engineers in Architectural Record,
March 1951. Architects: Macklin and Stinson
Photographer: J. W. Molitor

Architectural Record

published by



"workbook
of the
architect-
engineer"

119 West Fortieth St.
New York 18, N. Y.
LO 3-0700

The COURIER-EXPRESS *SELLS*

WESTERN NEW YORK

Because WESTERN N. Y.
IS SOLD ON THE
COURIER-EXPRESS

ONE REASON is that it's a well balanced newspaper, making it an equal favorite with *both* men and women.

Complete Local, National and World News.

Women's News...with daily feature page of food, fashion, household hints and many other subjects.

Financial, Business and Labor News.

Outstanding Features including leading men and women writers of local prominence.

Latest Sports with Buffalo's first complete report of nearly all events.

Choice Comics...the pick of the syndicates.

THE PROOF is found in the fact that the largest newspaper circulation in the state, outside of New York City, is the Sunday Courier-Express*...Leading merchants selling men, as well as those catering to women, find the morning Courier-Express the most economical and productive way to reach those families with the most money to spend.

*290,348 ABC Audit, 9/30/50

COLOR

for Greater Selling Power

Full color (two, three or four) available weekdays... black plus one color, Sundays.

BUFFALO COURIER EXPRESS

Western New York's Only Morning
and Sunday Newspaper

REPRESENTATIVES:

OSBORN, SCOLARO, MEEKER & SCOTT

It Gets Results Because It
Gets Read Thoroughly

Sales Management

CONTENTS, MAY 20, 1951

COMPENSATION

Falk's Industrial Pay Plan

Heads off Squabbles on:

1. "Windfall" commissions from Government contracts.
2. Earnings by salesmen with few defense order prospects.
3. The role of manufacturers' agents during war selling.
4. Split commissions.
5. Possible favoritism in accepting defense rated orders.

By T. F. Scannell, General Sales Manager, The Falk Corp. . . 50

CONSUMER RELATIONS

Why Yale & Towne Repeats

"Keys to Happiness"

When the building contractor turns over to a new home owner a set of gold-plated front door keys—provided free by Yale & Towne—he's symbolizing the good will of the building industry toward its customers. 79

CONVENTIONS

Charles E. Wilson

Tops NSE Program

The Director of the Office of Defense Mobilization will be honored at the 16th annual convention of the National Sales Executives in New York City May 31—June 2 as the "Business Statesman of the Year." 73

GENERAL MANAGEMENT

Crises Can't Crush Rollman

From Catastrophe No. 6 Heinz Rollman is emerging nicely. In turn, Nazis and Reds wrecked his business, stole his shoe patents and markets. Now this German-born immigrant is persuading the people in 24 countries to "walk on air."

By Lawrence M. Hughes 37

MANPOWER

Ratings Guide Salesmen

In Self-Improvement

Twice-a-year scorings on personal qualities and sales performance are serving Pabco in two important areas. They help to develop well-rounded salesmen and they are effective in spotting potential executives. 74

MARKET DEVELOPMENT

Do You Treat Canada As Just Another Export Market?

This case history of Ekco's Canadian sales puts the finger on typical weaknesses of many American concerns seeking north-of-the-border business. It tells you what tactics really pay off in Canada—and why.

By Edward Keating, Vice-President, Ekco Products Co. 56

PACKAGING

Four Fat Dividends Follow Packaging of Copper Tubing

Here's what happened when Wolverine Tube abandoned bulk shipment of tubes and began to pack the product in well-designed individual cartons:

1. Damage claims were almost eliminated.
2. Wolverine had a strong and fresh advertising theme.
3. New merchandising and promotional angles developed.
4. Sales showed a hefty increase. 82

PRODUCT DEVELOPMENT

Can Your New Product Pass These Tests?

Each of Ansul Chemical's proposed new industrial products must pass these seven major management hurdles before it is widely marketed. 45

PUBLIC RELATIONS

How to Train Men to Sell Good Will

Standard Oil's "Adpreps" see and hear the people who make the products they're to promote and then they practice the finer points of merchandising the advertising and other phases of public relations. 62

SALES BULLETINS

Put Your Salesmen on the Spot!

Want to be *sure* your sales bulletins are read? Then urge customers to fire questions at salesmen—the answers to which your salesmen can find only in your own sales bulletins.
By J. A. McInay, General Sales Manager, Ray-O-Vac Co. 88

SALES TRAINING

"Let's See You Do It" Training Is Heart of Winkler's Dealer Course

Dealers get their hands dirty learning what makes Winkler's heating equipment run, and then for three days they practice the demonstration of user benefits. It develops confidence that closes more sales 42

DEPARTMENTS AND SERVICES

| | | | |
|-----------------------------|-----|------------------------------|----|
| Advertisers' Index | 103 | People and their Ideas | 15 |
| Advertising | 97 | Scratch Pad | 20 |
| Comment | 104 | Shop Talk | 90 |
| Dear Editor | 81 | Significant Trends | 35 |
| The Human Side | 8 | They're in the News | 40 |
| Marketing Pictographs | 65 | Washington Bulletin Board .. | 28 |
| Worth Writing For | 102 | | |

\$3,174 ad brings sales of \$120,000 and signs up 90 new dealers

A New York wholesale distributor for a brand name home air conditioner had a two-fold sales problem:

1. to attract new franchised dealers in the distributor's territory;
2. to create consumer interest.

To solve both problems, he ran a six-column coupon advertisement in The New York Times. This cost \$3,174.

Results? 372 prospective dealers replied at once. 90 were signed up. The distributor's first sales to them amounted to \$120,000—37 times the cost of the ad.

Nor was this all. 1,200 consumers in the New York market requested literature and the name of the nearest dealer. Hundreds of additional replies from outside the territory—from 40 states and even from abroad—were sent to the manufacturer to be handled by other local distributors.

You can condition your advertising for the same kind of results. Put The New York Times to work for you among both consumers and your trade. Find out, now, why The New York Times has been first in advertising in the world's first market for 32 consecutive years.

The New York Times

"All the News That's Fit to Print"
NEW YORK, BOSTON, CHICAGO, DETROIT,
LOS ANGELES, SAN FRANCISCO



Sick in Detroit? Got a headache in Hartford?

Call in Nation's Business. With three-quarters of a million *mass coverage* of business management, it knocks the spots off any anemic market. Gives you 85% coverage of big business, 47% of the top echelon . . . powerful penetration in the heart of town, and downright dominance as you get circulating through the trading area. Best of all . . . because it is the BIG buy, it's always working hard on more than enough prospects for every one of your salesmen or dealers. Of all magazines for businessmen, it's not only the biggest—it's far and away the most merchandisable. Ask your agency today for the full NB story. Nation's Business, Washington 6, D. C.

mass coverage of business management

NATION'S BUSINESS

A GENERAL MAGAZINE FOR BUSINESSMEN



EXECUTIVE OFFICES, 386 Fourth Avenue,
New York 16, N. Y. Lexington 2-1760

EDITORIAL

EDITOR.....Philip Salisbury
MANAGING EDITOR.....A. R. Hahn
ASS'T MANAGING EDITOR.....John H. Caldwell
SPECIAL FEATURE EDITOR.....L. M. Hughes
ASSOCIATE EDITORS.....Alice B. Ecke,
Harry Woodward, James M. Singleton,
D. G. Baird, Frank Waggoner
CHICAGO EDITOR.....Lester B. Colby
WASHINGTON EDITOR.....Jerome Shoenfeld
ROVING EDITOR.....A. G. Mezerik
CONSULTING ECONOMIST.....Peter B. B. Andrews
DESK EDITOR.....Mary Camp
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Alleen Weisburgh
READERS' SERVICE BUREAU.....H. M. Howard
LIBRARIAN.....Mary Lou Martin

ADVERTISING

PROMOTION MANAGER.....Elliott Eakin
PRODUCTION MANAGER.....Madeleine Roark
RECORDS.....Rose Cutugno

FIELD MANAGERS

NEW YORK 16, N. Y.
386 Fourth Avenue Lexington 2-1760
Merril V. Reed W. E. Dunsby
John W. Hartman Wm. McClenaghan

CHICAGO 1, ILL.
333 N. Michigan Avenue State 2-1246
C. E. Lovejoy, Jr. W. J. Carmichael

SANTA BARBARA, CALIF.
15 East de la Guerra Santa Barbara 6405
P. O. Box 419 Warwick S. Carpenter

SUBSCRIPTIONS

DIRECTORR. E. Smallwood
SUBSCRIPTION MANAGER.....C. V. Kehl
\$8.00 a year; Canada, \$9.00; Foreign \$10.00

OFFICERS

PRESIDENT AND PUBLISHER.....Raymond Bill
GENERAL MANAGER.....Philip Salisbury
ASS'T GENERAL MANAGER.....John W. Hartman
TREASURER.....Edward Lyman Bill
VICE PRESIDENTS.....C. E. Lovejoy, Jr.
Merril V. Reed, W. E. Dunsby, R. E. Smallwood

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Member
Audit Bureau of Circulations
Associated Business Publications



May 20, 1951

Volume 66

No. 11

in the **STAR** States!

- In the "Star States" (Kansas, Missouri, Oklahoma and Arkansas) more than \$500,000,000 is invested in farm operating equipment. One-third of farmer expenses are for farm machinery. To provide the food and fiber necessary to the defense effort, farm machinery must be kept rolling.
- That's why the editors of The Weekly Star have consistently devoted much of their attention to farm equipment. To provide The Weekly Star's 465,000 farm readers with an even better editorial service, an entire new department devoted to maintenance and service has been introduced.
- Authored by John M. Ferguson and Harold H. Ramsour, Extension Agricultural Engineers at the Kansas State College, this exclusive bi-weekly feature is bound to enjoy unprecedented high readership—bound to be of inestimable value to "Star States" farmers.
- Distinctive, practicable services like this have made The Weekly Star the first read and best read farm paper serving farmers in the important "Star States." This editorial pioneering creates the right climate for your advertising.

in the **Star** States!

| Manure Spreaders | Mowers | Side Rakes | Milking Machines | Tractor Molboard Plows |
|------------------|---------|------------|------------------|------------------------|
| 48,821 | 170,458 | 22,438 | 21,485 | 105,371 |
| 43,472 | 105,906 | 15,601 | 21,488 | 119,547 |
| 10,301 | 60,061 | 13,455 | 12,452 | 78,068 |
| 723 | 67,991 | 5,153 | 2,827 | 29,891 |

The Weekly Kansas City Star.

Largest Farm Weekly in America
Over 450,000 Paid-in-Advance Circulation

Kansas City 1729 Grand
Harrison 1200

Chicago 202 S. State St.
Webster 9-0532

New York 15 E. 40th St.
Murray Hill 3-6161

The Human Side

SAFETY: IT PAYS

If The Trailmobile Company, manufacturers of Trailmobile, have their way with the aspirations of the flower of our youth, all kids will want to grow up to be truck drivers. For each year Trailmobile singles out the driver it considers to be the "Driver of the Year," and awards him in such a spectacular fashion that unless Hopalong Cassidy offers to give away his horse he's not in the running.

Trailmobile has just finished honoring John H. Castner, of Portland, Ore., by sending him on a super-vacation to Washington, D. C., where he was welcomed not only by Ralph B. George, vice-president of The Trailmobile Company, but also by the President of these United States. Maj. Gen. Philip B. Fleming, chairman of the President's Highway Safety Conference, introduced Mr. Castner to the President. And Mr. George presented the nation's top driver with the "Trailmobile Driver of the Year Trophy" and a Crosley radio-phonograph in recognition of his safety record.

Mr. Castner isn't content merely to *drive* safely. He really earned his trophy, says Trailmobile, for doubling-in-brass as a safety-stumper. He's been giving his free time this year to touring schools, driver meetings and civic organizations and speaking on road safety. In addition he has a 12-year record of driving without an accident. He's been a winner before, too: Twice he's won championships — consecutively — in the National Truck Rodeo.

Trailmobile believes that by encouraging safety among truck and trailer drivers it will reap another benefit: Acceptance by the public of large trailers on the nation's highways. A good trailer driver, one who's courteous and safety-conscious, is a positive pleasure to meet on the road. For several years national truckers have run large-space advertising to assure the public that the man at the wheel of the truck ahead is a road friend. This is part of the plan.



PREZ AND TRUCKER . . . John H. Castner, the country's top trailer driver got a pat on the back from a safety fan.

HIRE HIS WIFE, TOO

"Hire a salesman and you hire his family." Well, that's not news to most sales managers. The most recent one to confirm that is Revlon Products Corp. sales manager. Recently Revlon made a test survey of its salesmen and sales executives throughout the country. As a result the company has inaugurated a series of Wives' Clinics; the first one already has been held in New York City. A closed meeting, it was attended by 22 women—17 of them wives of salesmen, the others wives of executives.

Martin Revson, Revlon's v-p in charge of sales, says that the first Wives' Clinic, like the ones that will follow it, had several very definite objectives: Make the women feel that they, as well as their husbands, are a part of the Revlon organization; inform them about the company and its products and how such products are used; awaken them to the realization of the problems and responsibilities which confront their husbands, and to the need for understanding and cooperation on their part, as a factor in the occupational success of their husbands. The first Wives' Clinic realized all these objectives, believes Mr. R. And since he conducted the meeting, he should know.

The first Clinic had an element of mystery about it. The ladies were called to the meeting without being told why they had been summoned. When they arrived at Revlon's New York headquarters they were cordially welcomed by Sales Manager Revson and other Revlon executives. And each of the ladies was given an orchid corsage. Then Mr. Revson talked briefly, highlighting the management's regard for them as important factors in the performance of their husbands on the job.

The biggest chunk of the morning was given Miss Laverne Johnson, the company's director of field activities. She demonstrated make-up with Revlon products, using a wife-volunteer from her audience. The willing "guinea pig" was given the full treatment and kibitzers were urged to fire questions. Then Miss Johnson used diagrams on a blackboard to show each lady how to make the most of her beauty potentials via the cosmetics her husband sells.

Shortly after noon, the group went to the Savoy Plaza Hotel for luncheon, a peppy affair in a private dining room. At each guest's place there was a gift basket containing an assortment of new Revlon items in spring shades, Baby Tangerine and Lilac Champagne. After luncheon, Sales Manager Revson again talked with the women, explaining why he had called them together. The underlying theme of his talk was that the success of a salesman depends, to a considerable degree, on his wife and his home life. He mentioned such crises as a salesman's being required unexpectedly to remain late at the office for an after-hours sales meeting, pointing out that such meetings are at times necessary for the good of the organization, and the necessity for calling on a customer

Turning pages

...tell a continued story

...pull a big audience



U. S. Patent 1948



Einson-Freeman Co.

Mentally-mobile Lithographers

Starr & Borden Aves., Long Island City, N. Y.

Ideas don't care where they come from! ... A machinist in Los Angeles brought us this idea for the Turning Book display. Aside from the small motor mechanism, there is no metal in the construction ... all board, very economical to produce—far lower in cost than any similar animated display, and can be produced in quantity to fit your display budget.

The advantages are obvious ... four displays instead of one, four opportunities to get your message to the viewer.

It's an animated display ... the turning pages catch the attention of the passerby, and hold the interest of the observer through the whole series of messages. The consumption of current is negligible.

It operates continuously without attention, day and night if desired. It can be used to document and demonstrate product advantages, reinforce the efforts of salespeople, identify merchandise on display, and divert the attention of floor traffic to your merchandise.

This mobile book is one of the best buys in display today ... It has been used successfully by Crosley. Schenley reports terrific dealer interest and acceptance ... We'll be glad to show you this display, and other animated displays which do more work, multiply the advertiser's return from the display dollar!



BEAUTY FOR WIVES . . . salesmen's wives. Revlon got its N.Y.C. salesmen to send in their fraus, bought them lunch, explained the fine nuances of make-up. Here they get set.

in the evening (a druggist, for example, who might be too busy to listen to a sales talk in the daytime). He even asked forbearance toward husbands who stayed out late entertaining customers, saying that this, too, is part of the job.

A request for suggestions and questions from the floor brought forth this one: "Why must our husbands do so much paper work at home?" Mr. Revson agreed to try to find ways to cut down on this chore. One woman said that when her husband went out on the road, she would like to receive long distance telephone calls from him.

Though this seemed not exactly a company responsibility, Mr. Revson said he would consider suggesting to salesmen that they keep their wives informed as to their whereabouts while on the road. Several women said they would like to know more about what their husbands were selling, that is, to receive samples of new products as they come out. Mr. Revson said he would inaugurate the practice of sending samples directly to the wives at their home addresses.

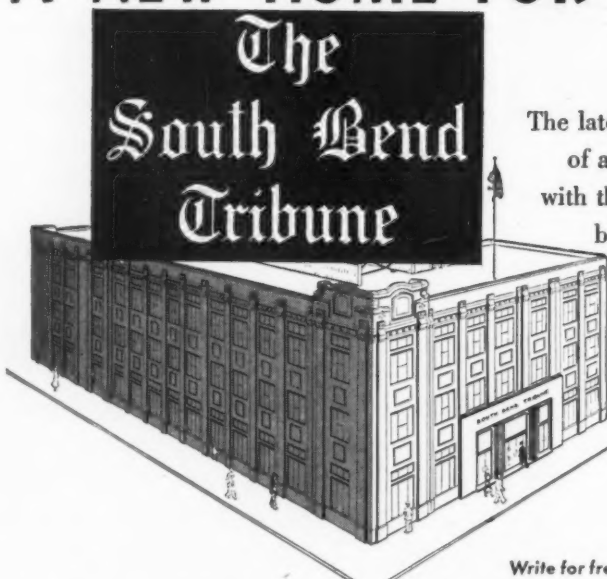
. . . and beauty, too!

Originally it had been planned that the women should make a tour of the Revlon plant in the Bronx, but not enough time remained. But the women were invited to come back at any time and complete the circuit. An offer to return to Revlon headquarters for an individual make-up that afternoon, like that given to the volunteer in the morning, was accepted by 10 women.

Besides Mr. Revson, those who participated as hosts were: Gerard I. Juliber, director of personnel (who also addressed the group briefly); Carl Mitson, director of the Retail Sales Division; Robert Hoffman, director of Salon Sales; and Edmund Buryan, general manager of the International Division.

How did the women respond to this friendly bid for their goodwill and cooperation? Just as you might expect—they were delighted. This comment by one was typical: "Now I feel that I am really a part of the Revlon organization." Revlon will use the idea in its other U. S. sales divisions.

A NEW HOME FOR "TEST TOWN'S" NEWSPAPER



The latest and finest equipment for the production of a modern newspaper rolls into service this month with the formal opening of the South Bend Tribune's big, new plant, pictured here. Production experts, who visited the plant while attending the Great Lakes Newspaper Mechanical Conference, proclaimed it the most modern in *any* city of this size in America. It insures better service than ever for our advertisers.

Write for free market data book, "Test Town, U.S.A."

STORY, BROOKS & FINLEY, INC. • NATIONAL REPRESENTATIVES

People and their Ideas



GUNDELL

A flock of important appointments in the sales and kindred departments of industrial bellwethers have been made known: At Ronson Art Metal Works, **Nathaniel S. Rosengarten** has been named sales manager of the Lighter Accessories Division. He's been assistant s.m. . . . The former Wisconsin district manager for Hiram Walker, Inc., **Harold D. Dols**, has been given the national sales promotion managership for the entire company. . . . **Charles A. Wolf**, former chief sales engineer of the Eclipse-Pioneer Division of Bendix Aviation Corporation, is the Division's new sales manager. . . . Bell & Howell Company has made **Maxwell H. Sroge**, former assistant advertising manager for Hallicrafters, its new sales promotion manager. . . . **Glenn Gundell** is National Dairy Products Corporation's new assistant v-p and a member of its operating committee. He's been director of advertising and sales promotion. . . . The appointment of **James M. Skinner** as v-p, in charge of sales has been announced by Philco Corporation. . . . New manager of Steam Turbine sales for Worthington Pump and Machinery Corporation is **A. F. Reinking**. . . . Bakelite Company, a division of Union Carbide and Carbon Corporation, has named **Leonard Connor** to the position of retail sales promotion manager.

"Good Morning! Have you used Pears Soap?" You'll be hearing the famous old slogan of the 161-year-old English soap, now making a bid for the American market. Schieffelin & Co., American agents for Pears, an-

nounces the appointment of **Benjamin Hirsch**, as merchandising coordinator for Pears Soap sales in the U.S. Distribution problems are being licked and Pears will soon take to print and to the air.

"All contributions to the betterment of mankind have their origin in creative thought, whether it be done in laboratories, in offices, in home or church, or under Mr. Newton's apple tree," **Crawford H. Greenewalt**, president, E. I. du Pont de Nemours & Co. Inc., told his audience at the dedication of Du Pont's expanded experimental station.

A veteran of 25 years in the radio industry, **Frank D. Langstroth**, has moved over to TV. He's the newly-appointed president of Starrett Television Corporation, will administer and coordinate the company's expanded program in both commercial TV and government defense work.



OSBORN

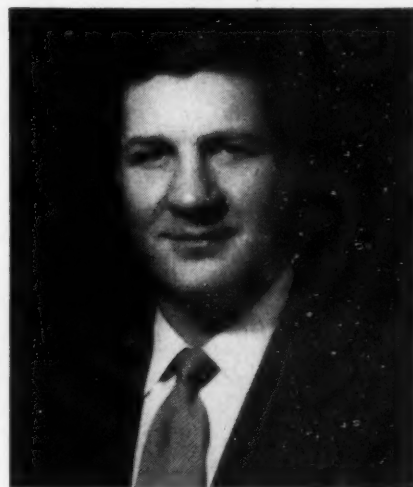
The new president and general sales manager of Forbes Lithograph Company is **John B. Osborn**. He was formerly the company's executive v-p.

Two motor manufacturers have made top appointments, sales-wise. Willys-Overland Motors, Inc., has named **Howard P. Grove**, general manager of the factory-owned New York distributorship, its general sales manager for U.S. operations. . . . The White Motor Company has appointed **Karl A. Roesch** general manager of the Motor Coach Division.



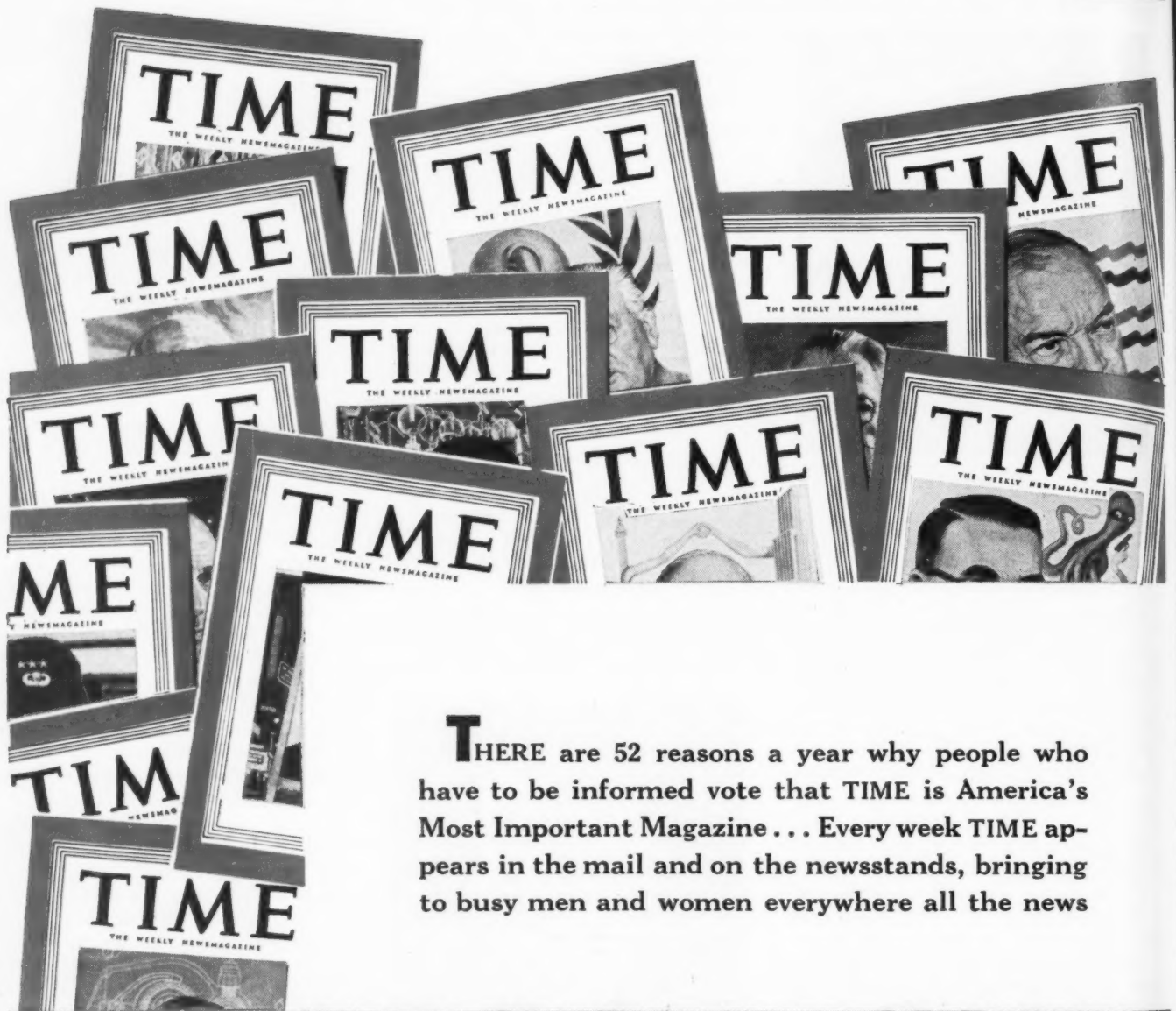
CONNOR

Things have been popping at Alexander Smith & Sons Carpet Co. Within the past fortnight the 106-year-old company: legally streamlined its name to Alexander Smith, Inc.; named **Edward J. Fisher**, former director of marketing for Indianapolis Newspapers, Inc., to the newly-created post of director of market research; appointed three new v-p's to head the manufacturing, sales and research activities of the Carpet Division. The three: **H. Stanley Worthington**, v-p, operations; **M. Francis Cavallon**, v-p, sales, carpet division; and **A. Griffin Ashcroft**, v-p, research and development. In the midst of what looked—from the outside—to be pure confusion, able president **William F. C. Ewing** explained that the new appointments and the new name are all part of a move to bring the increasingly diversified operations of the company and its subsidiaries under a "consolidated management." Under the new organizational set-up, a carpet, a linoleum and a new products division will operate immediately under the president and executive v-p.

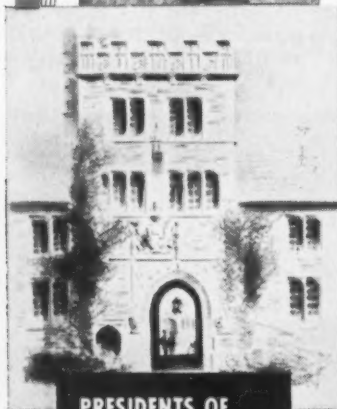


CAVALLON

THERE ARE 52



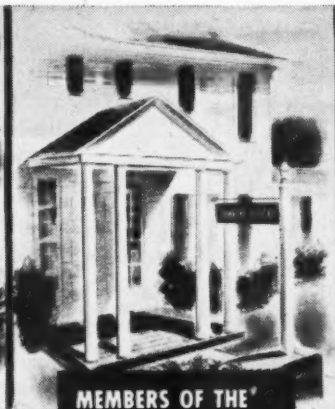
THERE are 52 reasons a year why people who have to be informed vote that TIME is America's Most Important Magazine . . . Every week TIME appears in the mail and on the newsstands, bringing to busy men and women everywhere all the news



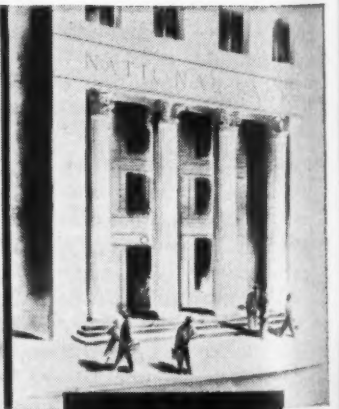
PRESIDENTS OF
DEGREE-GRANTING
COLLEGES



MANAGING EDITORS
OF DAILY NEWSPAPERS



MEMBERS OF THE
AMERICAN MEDICAL
ASSOCIATION



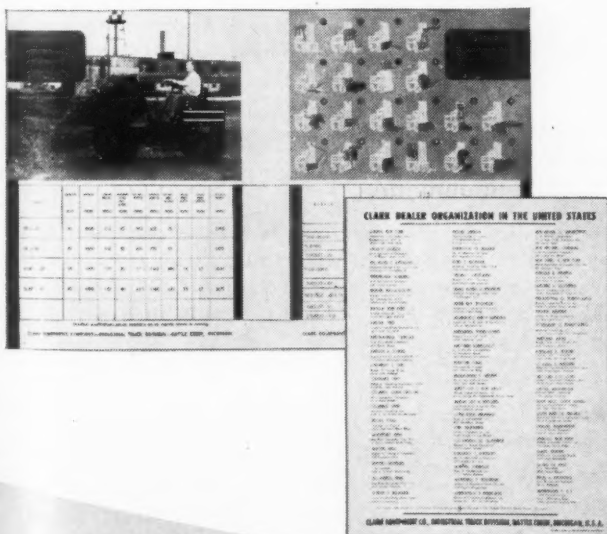
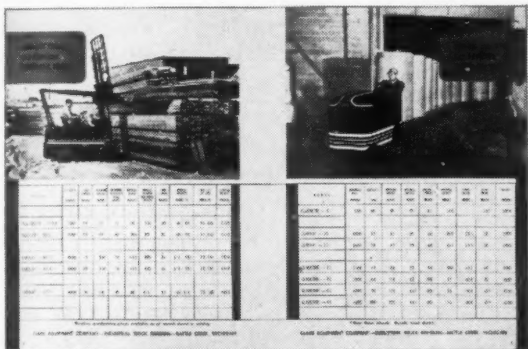
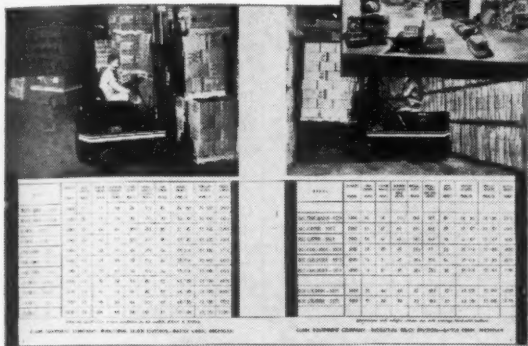
PRESIDENTS OF
AMERICAN BANKS

TIME-AMERICA'S MOST



CLARK materials handling equipment

A black and white photograph showing a variety of Clark materials handling equipment, including forklifts, trucks, and other industrial vehicles, arranged in a row.



- Sweet's can help you with
- *any part of your catalog job*

Check your needs against these specialized services. You may order any of them separately. You are not required to order Sweet's complete catalog service.

CATALOG DESIGN—Sweet's design department is staffed by 63 consultants, technical copywriters, draftsmen and artists. Your requirements, whatever they may be, receive individual treatment by men experienced in your field and specially trained for this work.

plan—consultation and analysis of products and markets; determination of catalog's scope and content.

rough dummies—organization of material in a comprehensive format with subject matter, captions, copy and cuts indicated.

finished dummies — complete typewritten copy and mechanical layout, ready for the printer.

CATALOG PRODUCTION—Because of the great number of manufacturers' catalogs handled, Sweet's can offer the economies of quantity production with no sacrifice of quality. Even if other Sweet's services are not desired, it may be found convenient to have some or all of the details of production handled by one responsible organization. Sweet's will take complete charge of the execution of orders for any or all of the following: drawings, photographs, engravings, type composition, electrotypes, printing and binding.

CATALOG DISTRIBUTION—Sweet's services are available for either of two types of catalog distribution—individual or pre-filed—to selected organizations and individuals representing the bulk of buying power in the construction, power or manufacturing fields.

individual distribution—by purchase of one or more of the lists compiled by Sweet's, or by using Sweet's mailing facilities.

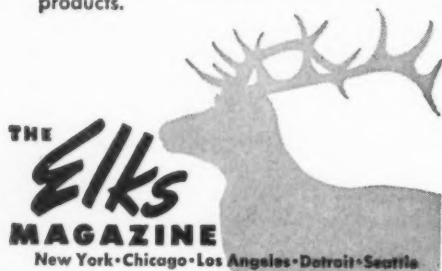
pre-filed distribution — by filing catalogs permanently in bound, indexed collections (files) of manufacturers' catalogs. This method has the added advantage of keeping catalogs instantly accessible at all times in prospective buyers' offices.

**This booklet tells
you all about the
things you can
get from Sweet's
Catalog Service.
Shall we send
you a copy?**



1,000,000
men of influence
can be influenced
in The ELKS Magazine

When your institutional message or product story is unfolded before more than 1,000,000 Elks, you are reaching one of America's most selective male mass markets. In over 1580 communities, Elks rate as men of influence—51.9% are business owners . . . 46.1% are administrative and operating executives . . . 11.6% are professional men. The Elks is their magazine, fraternal in nature, national in scope, high in editorial excellence. Schedule The Elks to sell your ideas as well as your products.



COMMERCIAL CREDIT COMPANY

*selected this agency to
give sound financial
ADVERTISING
LEADERSHIP
to its many divisions*

Make your account our next success story!
Write, wire, phone:

**VANSANT
DUGDALE**

→ **BALTIMORE**

Advertising since 1912

The Scratch Pad

BY T. HARRY THOMPSON

As this is written, the Truman-MacArthur feud has been covered from every conceivable angle. Since SM is a marketing magazine and not a political forum, I shall not add to the confusion, even in my small way.

However, I think one thing needs saying: MacArthur, insubordinate or not, did much to keep Japan, richest prize of the Orient, out of the Soviet orbit. For that, we owe him thanks.

So far, no one has had the temerity to advertise a deodorant as a *gift*.

Like most people, I had been pronouncing it "VAN-ne-var" Bush; but, when the distinguished scientist appeared on TV, I learned that he preferred "Van-NEE-var."

Port Washington's B. K. Moffitt adds a postscript to our observation that a cow isn't necessarily a cannibal, even when she eats her own fodder: "On the udder hand, the stallion that makes a good mudder isn't necessarily queer."

Slogan for Neolite: "Looks like leather, wears like iron."

If you're on a sugar-free diet, or a reducing diet, you may wish to know about a comparatively new sweetening-agent, Sucaryl (Abbott). Sweeter than sugar and non-nutritive.

According to American Can, it isn't really a *camel's* hair brush but a *squirrel's* hair brush.

Tessie O'Paque tells me about the gent who made a fortune in flea-powder. He started from scratch.

"Some automobile-drivers miss the opportunity of a lifetime when they fail to halt at a stop-sign."—Dan Bennett in the *Post*. Sorry, Dan, but I don't get it.

First prize of \$1,000 in the McCandlish Awards for 1951 went to J. C. Damron, New York, for his Kellogg's Corn Flakes design. Second prize of \$250 to Wesley Loveman, also New York, for his Ritz Crackers poster. Third prize of \$100 to my old side-kick, Rey Abbruzzi, Philadelphia, for another Ritz poster.

NIT—"What was he doing on the 'green benches' in St. Petersburg?"
WIT—"Widow-shopping."

Don't Give It Another Thought Dep't: A machine that mixes powdered lime to flush sewers, makes a milky solution, is known in the trade as "The Farmer's Daughter."

"If you think you are going to be happy and prosperous sitting back and letting the Government take care of you," says a sales-bulletin, "take a look at the American Indian."

With freedom of the press at stake in one of the Americas, it seems symbolic that a literal translation of *La Prensa* is "the press."

Orville Reed tells me about the Manhattan firm of Rothchild & Co., who use lower-case type on their letterhead, thus: "l. h. rothchild & co." Orville says one of the partners quips: "We are the rothchilds with no capital."

Our family got a chuckle when Peter Lind Hayes said on television that his wife, Mary Healy, spends money as though she feared it might go out of style.

Good headline by *Coronet* in the newspapers: "I just can't talk about sex to my kids."

A \$20 Stetson used to be a cowboy's trade-mark. Nowadays, anybody can pay \$20 for his skimmer. A fairly high overhead.

ONE newspaper — ONE coverage — ONE LOW COST

CLEVELAND PLAIN DEALER

ALL BUSINESS IS LOCAL

SOMETHING IS SURGING IN RICHES

METROBUSINESS: Second Year, It's Not the Best Seller

REAL ESTATE: HE'S WON'T BE PROBED, HE ASSURES

ON 15th Street

ON 15th Street

| | (Cleveland) Cuyahoga Cy. | 26 Adjacent County Area* |
|-------------------------------------|-----------------------------|-----------------------------|
| Total Retail Sales | \$1,547,706,000 | \$1,222,735,000 |
| Food Sales | 392,224,000 | 290,386,000 |
| Gen. Merchandise Sales | 235,613,000 | 100,135,000 |
| Drug Sales | 47,691,000 | 26,515,000 |
| Furn., Hsld., Radio Sales | 81,637,000 | 57,977,000 |
| Eff. Buying Income | 2,484,344,000 | 1,794,240,000 |

*Akron, Canton, Youngstown not included. Figures—Sales Management Survey, May, 1951

CLEVELAND PLAIN DEALER

Cresmer & Woodward, Inc., New York, Chicago, Detroit, San Francisco, Los Angeles
A. S. Grant, Atlanta

this is **MID-AMERICA**



without the **FARMER**



It's a *farm* market, the richest on earth. It's a *mass* market, dominated by farmers. You can't sell Mid-America without the farmer—nor the magazine that concentrates on him alone.



Capper's Farmer
Sells **MID-AMERICA**
the richest Farm market on earth!

"By the street of 'Bye and Bye,' one arrives at the house of 'Never'.
—Cervantes.

U. S. News & World Report, for advertising purposes, makes "V.I.P." come out as "Very Important Purchasers."

Edward J. Hegarty, author of "How to Write a Speech" (McGraw-Hill Book Company), would get an argument from Dale Carnegie, who used to admonish us *never* to "write" a speech.

It doesn't happen often, but, when it does, I get a slow burn. You dial a number. A voice answers. You ask for Mr. Whosis, and the voice says: "Just a moment." You wait. And wait. You hear a low hum of activity, so the line is still live, but Mr. Whosis doesn't come to the phone, and the voice doesn't come back to explain. You hang on for ten minutes, get a cramp in your left forearm, then hang up. Accomplishment, zero!

As a kid copywriter, I was much impressed by a headline written away back there by one Hal Igou for coffee *per se*: "Something craggy to break the mind upon."

This bit of word-juggling might provide a suitable follow-up to the "switch" theme: "I'm a Calvert convert."

"What's behind the high cost of living? Food and services, not manufacturers' goods, put biggest strain on family pocketbook." — *Du Pont Stockholder*.

Our smaller-size paper money was first issued on July 10, 1929. It was symbolic of lower purchasing-power, but we didn't know it then.

The Borden Company's net income slid from \$5.10 a share in 1949 to \$4.69 in 1950. Main reason given: "Two successive increases in federal corporate taxes."

A well drilled 50 yards off the island of Trinidad is spouting 150 barrels of oil a day under the sea. Somebody must be testing the old theory that oil and water won't mix.

Count that day *won* whose low, descending sun sees no A-bomb dropped . . . anywhere!

SALES MANAGEMENT

add up To...

THE SPOKANE MARKET

is a Must!

FOR A FULL SALES QUOTA IN THE PACIFIC NORTHWEST

SOME MARKETS JUST NATURALLY STAND OUT. The Spokane Market for example is among the nation's most favored—and definitely one of the MUST markets in the Pacific Northwest. While the very heart of the fast-moving Pacific Northwest, the Billion Dollar Spokane Market is an independent trade area virtually unaffected by sales influence from beyond the mountain ranges which bound it on all sides.

Richly endowed with natural resources this great inland trade area is famous for the wealth, stability, and diversity of its basic industries of lumbering, livestock, mining, agriculture and manufacturing. Throughout the Spokane Market from the Rockies to the Cascades and from the Canadian Selkirks to the Blue Mountains of Oregon business is good, right now. Spokane business indices for the first two months of 1951 reflect sizable gains over the same period in 1950. Population continues to grow, payrolls are up, building is high and industry and employment are expanding. Right now more people with more buying power are in the market for more consumer goods. All indices add up to the Spokane Market as a MUST—particularly if you want to tap the full sales potential of the Pacific Northwest.

It will pay you well—whatever you sell—to advertise your line in '51 to the prosperous residents of Spokane and the Inland Empire. The easy way—the direct way—is via the penetrating circulation and coverage of The Spokesman-Review and Spokane Daily Chronicle. Your Cresmer & Woodward man will be pleased to give you the 1951 story for the Spokane Market and Spokane Dailies.



HEART OF THE
PACIFIC NORTHWEST

THE SPOKESMAN-REVIEW
MORNING SUNDAY

Spokane Daily Chronicle
EVENING

SPOKANE, WASHINGTON

**Combined Daily
CIRCULATION**

Now Over

160,000

81.84% UN-duplicated

Advertising Representatives Cresmer & Woodward, Inc., New York, Chicago, Detroit,
Los Angeles, San Francisco, Atlanta. Color Representatives, SUNDAY
SPOKESMAN-REVIEW. Comic Sections: Metropolitan Group.

(ADV.)

AGE, INCOME STATUS AFFECT WAVE-KIT PIX

Study Shows Young Brands Rising Fast

In January 1947, 31.2% of the housewives in the St. Paul Market were using home permanent wave kits. By January of this year the percentage had jumped to 55.6%. Here is a young growing business. Competition for consumer preference is still in the early rounds.

In 1948 the leading brand had reached its peak domination in St. Paul with 92.9% of the preference. Since then other brands have been making substantial inroads. Here is the trend picture for the past five years:

| 1951 | 1950 | 1949 | 1948 | 1947 |
|-------|-------|---------|-------|-------|
| | | Brand A | | |
| 70.3% | 78.6% | 82.1% | 92.9% | 82.9% |
| | | Brand B | | |
| 18.4% | 16.1% | 12.5% | * | * |
| | | Brand C | | |
| 4.2% | * | * | * | * |
| | | Brand D | | |
| 1.8% | 1.7% | * | * | * |

*Less than 1%

Now what are the significant characteristics of the housewives who are buying permanent wave kits? Is age related to usership? A breakdown of usership by age groups points out some interesting variations:

| | |
|----------------|-------|
| Under 30 years | 62.5% |
| 31 to 40 years | 64.1% |
| 41 to 50 years | 54.1% |
| Over 50 years | 42.6% |

In addition to age the economic status of the housewife also has a bearing on usage as reflected by annual income categories:

| | |
|--------------------|-------|
| Under \$2,000 | 41.3% |
| \$2,000 to \$2,999 | 54.3% |
| \$3,000 to \$3,999 | 58.8% |
| \$4,000 to \$5,999 | 57.1% |
| \$6,000 and over | 48.8% |

The trend picture and the refinement of consumer characteristics given here represents just one of the 150 classifications studied in the "1951 Consumer Analysis of the St. Paul Market." Similar information is available for classifications in the fields of foods, soaps, drugs and toiletries, beverages, home appliances, and miscellaneous.

Get analytical data on the performance of your product in the St. Paul market. Write Consumer Analysis, Dept. No. 11-G, St. Paul Dispatch-Pioneer Press, St. Paul 1, Minnesota—the Northwest's Morning, Evening, and Sunday newspapers with the market-tailored circulation.

**ST. PAUL DISPATCH-
PIONEER PRESS**
ST. PAUL 1, MINNESOTA

WASHINGTON

Bulletin Board

NPA

► Most of the controls rehash those of the previous war, but under different names or initials. With interesting honesty, CMP was brought forward again under the old title, "CMP"; nobody labored to revise the almost forgotten vocabulary with its "A" products, "B" products, etc. Those running the plan are not ashamed of it; they realize that it's best with something so elaborate and technical as CMP to preserve whatever is still familiar. It starts July 1.

There is an official "CMP Class B Product List," a 21-page enumeration of products that don't directly fall under CMP. A manufacturer who finds that some of his products are listed, must get form "CMP-4-B."

The basic regulation, CMP Reg. 1, explains how products are included in schedules to be authorized by the Government and how allotments of basic materials are then matched with the schedules. It's probably essential reading for top management in companies that are affected. Sales managers must honor the allotments, and should understand how the plan works.

Sales managers of many companies also will have to be familiar with CMP Reg. 3, which tells which orders are shipped first, what happens to rated orders not allotted under CMP, etc.

► If an NPA order interferes with your manufacture, you should address your appeal—before telling a congressman—to T. Munford Boyd, chairman of the Appeals Board, NPA. Before you go to Mr. Boyd, however, you should go to the Industry Division, which issued the regulation. It's good to argue on grounds of public health and safety, civilian defense and dislocation of labor. Rules for filing appeals are outlined in NPA Reg. 5, available at Commerce field offices.

FTC

► Commission spokesmen have been

warning TV advertisers about the law on sharing costs with distributors: that when you do it for one, you must be ready to do it for everybody.

► Clay pipe makers, belonging to the Clay Products Association, have just been enjoined from using a pricing system based on price zones. There was a fixed basing point, from which freight was calculated not to individual destinations but to zones, thus simplifying the arithmetic. Also, the order says, amounts sold to distributors were regulated so as to prevent over-supply.

The order is based on an "admitted conspiracy" and so, by virtue of several years of congressional inquiry, probably does not serve as a precedent. If there had been no explicit agreement, the order might not have been written. A single company not in cahoots with others is not directly touched by the clay pipe order when it prices by zones.

JUSTICE

► The Anti-Trust Division has two ways of handling cases: one for small and the other for large companies. A case against a large company is fought. The only warning is the fact of investigation. It's figured that a company that's large can't be persuaded or scared into compliance.

The different method of handling grievances against smaller companies was brought out in the House Appropriations hearings. The violator is told by letter that some particular concern has complained about not being supplied, about being forced to carry brands it doesn't want, etc. There is a follow up: inquiry on whether the grievance has been remedied. A lot of cases are settled that way.

CENSUS

► On March 1 this year, the Bureau of the Census estimates, the total population was 153,490,000, of which

War of weeds!



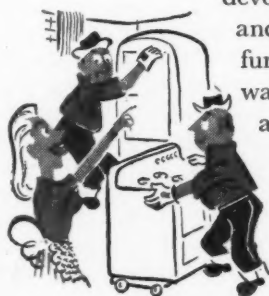
While the fight hasn't made front page headlines, the cornbelt farmers war since 1944 has resulted in billions of casualties . . . with the missing in action at an all-time high in 1951!

The chief casualties have been the farmers' formidable foe—weeds. Chief weapon has been 2,4D, with labs now giving reinforcements in TCA, 2,4,5-T, the pentachlorophenolate compounds.

Where chemicals haven't killed—the farmers' ingenuity has! Today the best farmers are avoiding future wars by not planting weeds, cleaner cultivation, better preparation, better rotation, better seed!

Farming is business . . . linked closely to advances in chemistry in the fields of fungicides and fertilizers, to biology by the antibiotics with their spectacular effect on herd growth and health, to engineering through increased technical proficiency of mechanical tools and cost-cutting devices, giving higher yields and profits.

Farm living similarly meshes with all modern advances in homemaking . . . the development of new materials and plastics for furniture and furnishings, fresh designs in wall coverings and draperies, a wide range of appliances constantly improved in efficiency, utility and performance. Standards



of farm living have never been higher!

And the best class market in the US today are the nation's best farmers . . . with a decade of the most productive years in agricultural history, big backlogs of spendable cash.

Mostly missed by general media, today's choicest market needs **SUCCESSFUL FARMING** for its potent penetration, deep influence based on almost 50 years service to subscribers, selective content and editing, resultful readership and response.

SUCCESSFUL FARMING concentrates more than one million of its 1,200,000 subscribers in the 15 agricultural Heart states . . . with the best farms, best brains, best methods, largest investment in land, buildings, and machinery, top yields and cash incomes. The average SF subscriber's earnings easily exceeds the average US farmer's by more than 50%.

No advertiser overlooking this market gets his full potential of national sales. For maximum advertising delivery, you need this market and medium! Call any SF office for full facts.

Meredith Publishing Company, Des Moines . . . New York, Chicago, Detroit, Atlanta, Cleveland, San Francisco, and Los Angeles.

Which reaches more families in **Boston?**

Here are the coverage facts

(Corporate Limits)

LIFE.....19%

POST.....16%

COLLIER'S.....8%

LOOK.....8%

parade.....24% Plus a minimum
of 20% coverage in 159
adjacent markets of 1,000
or more population
with the **Boston Post**

and the picture is similar in
all 33 Parade cities of origin

parade

The Sunday Picture Magazine
Providing a Minimum of 20% Coverage in ...

1993 Markets

152,169,000 were resident in the United States.

► There's a new pamphlet: "General Characteristics of the Population, by Regions April 1, 1950—Series PC-7, No. 3", which can be obtained from the Bureau of the Census on request. Divided into rural and non-rural, it shows the population of each region by age and color; gives figures on school enrolment and on marital status.

CIVIL AERONAUTICS

► CAA offers at \$4 per 1,000 names, listings, by state, of certified airplane owners. At present, it has lists for states starting with the letter "A"; month by month it will proceed through the alphabet until January, 1952, when it will start fresh again. Lists never will be more than 10 months old. Maybe later there will also be lists of certified pilots.

DEFENSE

► From the Department of Defense, Office of Public Information, you can get a "Fact Sheet on Contract Renegotiation," which is easy to understand.

► The Central Military Procurement Information Office, which helps visiting businessmen find the right procurement officers, has moved from the Pentagon to room 334, Old Post Office Building, 12th and Pennsylvania Avenue, Washington, D.C. The telephone number is Liberty 5-6700, Extension 66151.

AGRICULTURE

► The Department's research into marketing is being shifted. There is more work on costs and where they are increasing, less search for new outlets. If Congress appropriates the money, there will be additional studies of ways to improve wholesaling and retailing equipment.

► A new study relates the amount of meat families eat to their use of other food: for instance, more meat, less milk. The study shows variations for people in different income groups. To get it, write to the Department of Agriculture, Bureau of Home Economics, Washington, D. C., asking for "Meat: variations in consumption and interrelations with other foods."

SIGNIFICANT TRENDS

As seen by the editor of SALES MANAGEMENT for the period ending May 20, 1951

A SHORTAGE OF SHORTAGES

That's the way Grey Advertising Agency sums up the situation in a recent news letter. . . . The National Industrial Conference Board starts a recent analysis with "Stocks heavy, sales disappointing, cash short." Inventories, as depicted graphically on this page, are at a new all-time high and stocks in the hands of retailers were valued, as of March of this year, at 29% above the corresponding 1950 period. While we all are aware of the critical situation in consumer durable goods—where every day there is evidence of price cuts, liberal trade-in allowances and premium offerings—many soft goods also are not moving out to consumers as fast as they are coming in from the factory.

As the N.I.C.B. points out, "Usually, a balanced merchandise inventory is maintained through merchandise control systems which reveal the present and expected rates of sale; the stock on hand; the stock on order; and the time it takes to secure re-orders. But prospects of material shortages, rising costs and heavy consumer demand caused retailers to discard the usual system and to stock up heavily on all sorts of goods after the Korean incident. . . . This time, it appears that the retailer was wrong on two counts: in overestimating future demand and underestimating future supply."

Secretary of Commerce Charles Sawyer said in a speech the other day, "Production and buying have not been reduced; on the contrary they have increased. To give one illustration, automobile production in the first quarter of 1951 was 1,600,000 automobiles and 380,000 trucks and buses—as against 1,343,000 and 295,000 respectively for 1950."

Automobile sales now join appliances in showing extreme hesitation, and used car prices were easy during April, a month in which seasonal influences normally keep them strong. Building statistics suggest that residential construction has passed its peak. Other signs of a shakeout include: in the New York apparel markets, where buyers scouted new fall lines with extreme caution; power consumption by civilian industries has been declining; payoffs on accounts receivable have slowed.

The big question is: How long will it last? If we could get the answer to that one, then effective remedies might be applied. . . . One school of thought says that the inventory situation is really dangerous and will get progressively worse during the balance of the year if factories don't close down, while the other school says that the "bite" of defense production is about to take hold in a big way and that civilian production will be slowed down to such an extent that we shall be very lucky to have any big inventories of finished goods. . . . SM believes that the market executive should proceed on the assumption that the first school is more nearly correct—and should do all within his power to help his retailers move not only his own goods but to work down competitive stocks.

WHY DEALERS MUST BE HELPED

Ed Taylor, v.p. in charge of sales, of Hotpoint, Inc., is one marketing executive who called the turn months ago. Ever since last fall he has stressed the need for "hard selling" at both wholesale and retail levels. Both he and Alex Lewyt, head of the Lewyt Corp., told SM recently that *their* lines are continuing to move well but that many dealers cannot replenish their stocks of these fast-moving lines because other lines have become an inventory problem, and word comes down to the buyer from the guiding spirits above that nothing more can be purchased until the over-all inventory is reduced.

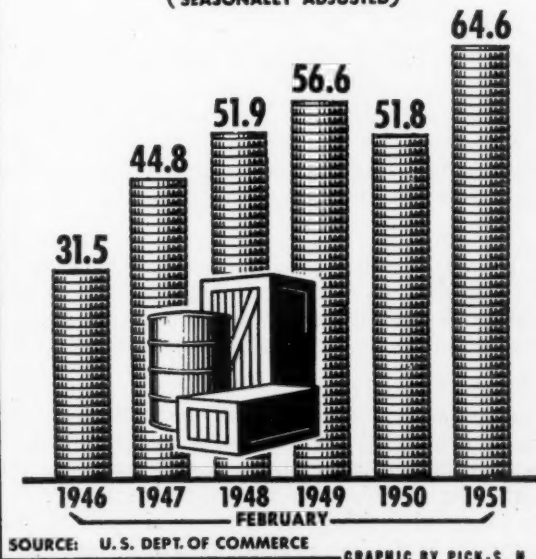
As Taylor said the other day: "While Hotpoint is in a very enviable position, the danger lies in the fact that many dealers have money tied up in other inventory that isn't moving. So we are planning now to meet competition before we are in trouble."

A fortnight ago Hotpoint called distributors in for a conference, at which the Hotpoint sales program for the rest of the year was outlined. It includes a builder-dealer activity of constructing 100 model all-electric houses; a dealer "open house" campaign emphasizing refrigerators, supported by new display materials and product demonstrations; a kitchen and laundry planning training program for distributors and dealers; a kitchen modernization merchandising activity.

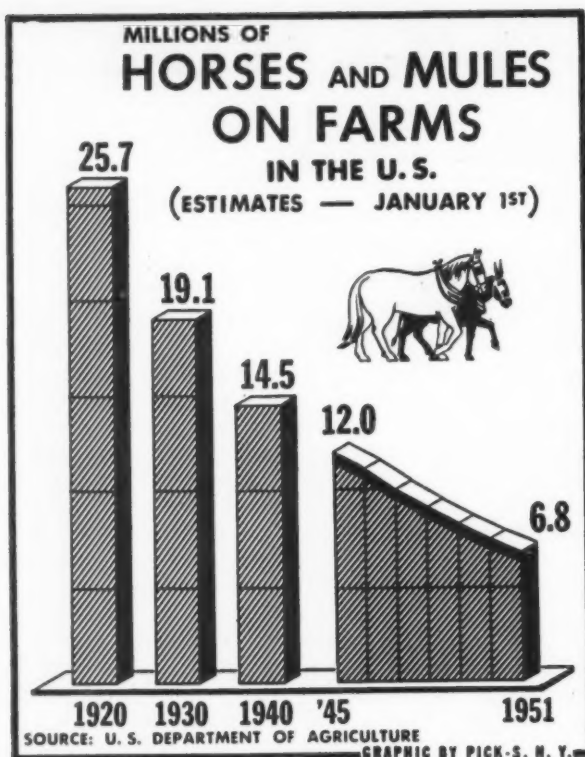
BUSINESS INVENTORIES

IN THE U.S.

BOOK VALUE IN BILLIONS OF DOLLARS
AT END OF MONTH
(SEASONALLY ADJUSTED)



Are they too high—or can they be worked off without distress sales if defense production is speeded up?



Most of the remaining horses—and, some bettors say, a few of the mules, too—ran in the 1951 Kentucky Derby.

Mechanical refrigerators, you will remember, were scheduled to be among the 1951 casualties. Production wasn't to be stopped entirely but was going to be cut down terrifically because of material and labor shortages. . . . What is the *true* situation? Present inventories—according to Hotpoint—in the hands of dealers, distributors and factories, are estimated at around two and one-half million units. The best estimate of 1951 production is above five million refrigerators, making a total of some seven and one-half million units available in 1951. The biggest year in the industry was 1950 with a sale of more than six million, indicating that retail selling faces a *terrific* job.

We'd like to pose a question and get as many answers as possible from readers: What percentage of the salesmen on your force have a clear understanding of the truism that you don't sell to the dealer—but you must sell *through* him because otherwise it is just a shift in inventory from one company's stock to another's?

Our popular feature, "Adventures in Shopping" has proved conclusively to many readers that both the quantity and quality of retail *selling* are at an all-time low at the very time when the *need* for selling is great.

The manufacturer whose goods move through retail channels is helping himself first and foremost if he devotes more time and money to the problems of the retail merchants who sell his line. Through his sales force, his business paper advertising, his direct mail and his meetings he should be passing on ideas for promotion, offering good sales training programs and acting as an unofficial clearing house of successful ideas which have helped other merchants to solve current problems.

SELLING IS FUN

The other night I read the manuscript of a book by Lionel Moses which is to be based to some extent on the 12 articles under the heading "Adventures in Merchandising" which Lionel wrote for SM in 1949-1950. It will be published this fall by Larry Merchant of Pilsbury Publishers, Inc. Quite a number of sales executives have already made reservations for enough copies with which to supply their entire sales organizations.

Publication this year will be very timely because of the many answers the book contains to the problem we have been discussing: helping the retailer move his stock on to the ultimate consumer. I particularly enjoyed a few paragraphs in the foreword—and hope that you will, too:

"Over a period of many years I have watched a lot of salesmen go up—and down. The one striking point of resemblance among those who have gone to the top, or definitely are headed for the top, is the fact that with all of these winners, *selling is fun*. They love it . . . and the salesman who feels that way about his job will always run rings around the wise guy who follows all the rules in the book, knows all the answers, but doesn't get any fun out of selling.

"My greatest hope for his book is that it will show salesmen how they can have their own 'adventures in merchandising.' These adventures are fun. The salesman gets a big kick out of them. They also help him to increase sales and earn pay raises . . . and *they are not difficult*. The most important thing for any salesman to keep clearly in mind as he reads these case histories is the fact that *he* can do that sort of selling. He can."

FAIR TRADE FACES A BIG DECISION

Very shortly the Supreme Court is expected to hand down a decision in the case of Schwegmann Brothers vs. Seagram Distillers Corp. and Calvert Distillers Corp. to decide the legality of the non-signer clause in state Fair Trade laws under the Miller-Tydings amendment to the Sherman Act.

There is considerable confusion in the Fair Trade picture because prices under OPS ceilings do not necessarily coincide with Fair Trade prices and some merchants say that if they raise prices they will have to go against the general freeze order, while if they don't raise them they face the danger of prosecution under state Fair Trade laws!

At luncheon the other day Craig Sheaffer, head of the W. A. Sheaffer Pen Co., made an interesting point about Fair Trade and an unusual aspect which pertains at this time. Almost automatically those companies that have Fair Trade agreements are kept posted on the inventory situation of retailers, since if a retailer has what he considers an unbearable inventory of a fair traded item he is supposed to ask the manufacturer for the privilege of returning part or all of his stock; if the manufacturer refuses to take it back the retailer may cut prices without violating the law. Mr. Sheaffer's reports indicate that dealers are apparently not overloaded on his pens and pencils.

PHILIP SALISBURY
Editor

SALES MANAGEMENT

Crises Can't Crush Rollman

BY LAWRENCE M. HUGHES

From Catastrophe No. 6 Heinz Rollman is emerging nicely. In turn Nazis and Reds wrecked his business, stole his patents and markets. Now this German-born shoemaker is persuading the people of 24 countries to "walk on air."

From a voice in careful English, calling New York from Waynesville, N.C., I was pleased to learn that I had saved a shoe business.

The caller, that May morning in 1948, was one H. W. Rollman, president of a concern named Wellco Shoe Corp.

I had never heard of either.

Later I was to learn from Heinz Walter Rollman that Wellco is only part of his scheme of things. Heinz and his brother Ernest and their cousins, Walter and Kurt Kaufman, form a partnership called The Rollmans, who own Ro-Search, Inc. Ro-Search controls various patents and processes for vulcanizing sponge rubber midsoles to the soft leather outsoles and the uppers of shoes. Principal trade name for the results is "Foamtread."

Ro-Search, which Heinz also heads, now licenses and supervises Foamtread shoe operations in 25 countries, including Wellco of the U.S.A.

Wellco is the part of all this I seem to have saved.

For seven years Wellco's former owners had not done too well, either in production and merchandising. Finally the Rollmans had decided to take over Wellco themselves. But after a lean decade they lacked the capital to get it rolling.

At the end of his 18-hour day, Heinz somehow manages to catch up with his reading. At 2 a.m. on Tuesday, May 11, 1948, he read a story of mine about Floyd B. Odlum, president of Atlas Corp., world's largest investment company.

Rollman had never heard of Odlum, and *vice versa*. But he awakened

his wife to tell her that Odlum was going to become his partner.

Now, Odlum is a hard man to reach and to sell. I know. Mine has happened to be the only detailed interview with him in the last 14 years. . . . At his desert ranch near Indio, Calif., he interrupted it for seven minutes to dispose of two easterners who had come 3,000 miles in quest of Odlum's control of RKO. He told me how promptly he squelched Robert R. Young's RKO aspirations. And I saw how he kept Howard Hughes dangling for some months, before Hughes finally paid through the nose for it.

Also, Odlum then had pressing problems. He seemed, for example, to have been badly stung by Atlas' recent purchase from Victor Emanuel of control of Convair.

As the B-36 and other things have since proved, he hadn't.

But that time seemed hardly propitious for our German-born shoemaker of Waynesville, N. C., to tackle him. Logic was against it. . . .

Heinz Rollman was then 36. For 13 years he had been either a millionaire, or penniless. He had survived a series of forces which had wiped him



How Rollman Sold Floyd Odlum

Here's the way Floyd Odlum, president of big Atlas Corp., recalls how Heinz Rollman sold him on becoming a partner in Wellco, U.S. shoe operation:

"1. Rollman sent me at my California ranch an assortment of his products, with a letter saying he wanted to make me his senior partner —by giving me 51% of the Rollmans' business, free gratis.

"2. I rejected the idea of getting anything free, but was intrigued by the approach. On later request for an interview, I agreed to meet Rollman.

"3. When, within a week, we met in New York, I agreed to put \$150,000 of Atlas' funds into Wellco.

"4. Shortly afterward, I received a multi-page letter of thanks, signed by every Wellco employee."

out, and then wiped him out again. And he had come back, each time, in many ways stronger than before, on something more than logic.

He read that, although the bulk of Atlas Corp's assets was invested in strong, established dividend-payers, Odlum used about \$25 million for what he called "special situations." These are the humpty-dumpties which Odlum puts together again. At different times he has reorganized and built the "capital appreciation" of such companies as Bonwit Teller and Franklin Simon stores, Greyhound Bus and Northeast Airlines, Hilton Hotels and Madison Square Garden, and Paramount Pictures.

A "Special Situation"

The last thing Odlum said in my piece was: "I may be led into any field — including the foreign field, which has wide possibilities."

"Any field" must include Foamtread. And the Ro-Search foreign range is broad.

Odlum then suffered greatly from arthritis. I reported that part of our interview was held in a swimming pool, heated to 98 degrees. He wore water wings to lift his feet. He could not walk.

Foamtread shoes "ease the pain of movement for arthritics." . . .

In fact Wellco became an extra special situation. Heinz says: "I wanted Odlum to have control, and he wanted me to keep control." They compromised. Atlas got 47%; Ro-Search kept 47%, and 6% went to others.

Odlum lets Rollman run Wellco.

Neither Odlum nor Atlas has any financial interest in Ro-Search.

Five-year-old Ro-Search is doing well. From Finland and France to Pakistan and the Philippines, all 26 licensees in 24 countries, are now in the black. They are so set up, explains Heinz, that "even I can't make them unprofitable."

In the black too for the fiscal years ending June 30, 1950, and 1951, is Wellco Shoe Corp. of the U.S.A. Since May 20, 1948, its sales force has opened 3,500 retail accounts, and it now has a total of 5,000. In three years volume has trebled, from \$1 to \$3 million.

My trip to Waynesville (pop. 1,500 and alt. 3,500) in the Great Smokies in the southwest corner of North Carolina, had slightly morbid motives. I wondered whether the Rollmans could pull through the current rubber shortage.

I happened to arrive just in time for the opening of a new division, which doubles over-all footwear ca-

capacity. It permits employment of 500 residents of Haywood County, as against 150 three years ago.

Wellco is getting set for \$5 million volume in the 1951-52 fiscal year.

Heinz cut a red ribbon across the two new production lines. And I thought: After Crisis No. 6, here's Era No. 7. . . .

One can live a lot of lives in 39 years.

Heinz Rollman started his first at Koln, Germany, on September 6, 1911. His father was busy expanding the little shoe business which his grandfather had started. On graduation from high school, at 16, Heinz entered the business.

Conditions in Germany were relatively good then. The furious inflation of the mid-twenties was over. Not many people were taking seriously a crackpot named Adolf Hitler. The world depression would not hit Germany for four years. By 1929 the Rollmans were selling leather shoes in several European countries at a rate of \$12 million a year.

Heinz was going to the university at night, majoring in psychology and economics. His brother Ernest, a year older, became a lawyer.

Crisis No. 1 came one night in 1931, when England was forced to devalue the pound. As Heinz recalls:

"My father and I realized that one of our biggest factories, geared to ship more than three million pairs a year from Germany to England, would be out of luck. Until 3:30 a.m. we sought to find something that would fill the gap. Then we hit on the idea that a slipper with a sponge rubber sole would be wonderful, (a) if we could manufacture it, and (b) if the public would buy it.

Foamtread Is Born

"At 5 a.m. I called the factory's technical management, 100 miles away, and gave them the rough idea. They declined. But after some prompting the first tests were started around 8 a.m."

In three months the process was perfected. And before long the Rollmans were turning out in one factory 15,000 pairs of Foamtreads a day. The line was expanded from slippers to work and play shoes for men, women and children. (The Israeli army went into battle against the Arabs a couple of years ago, wearing tough Foamtread military boots.) The Rollmans licensed the process to shoe factories throughout Europe. Their own German factories continued also to make all-leather shoes. By 1935, with 3,000 employed, their business was back at \$12 million.

It was in fact big enough to interest Hitler. Already the Nazis had taken away the Rollmans' big chain store customers. As their corporate "Aryanization" program got going, they decided to appropriate the whole Rollman operation.

With a special emissary of Hitler, Heinz found himself "discussing the question of whether Hitler leaves Germany or I leave Germany. . . . I left Germany with all my family, but without a penny."

Another Start

The group numbered 13—among them Heinz and Ernest, their parents and grandmother, the chief engineer and his wife. Each could take only one suitcase. Hitler grabbed not only their physical assets, including the \$4 million German company, but the Foamtread patents and processes.

Sidelight on appeasement: Every country recognized Hitler's claim to them.

But there were certain Rollman resources Hitler couldn't take. In Brussels they managed to borrow \$50,000, on their reputation. With the Pirelli shoe interests, they started in rented factories to make shoes again.

By 1938, in addition to their own annual output of two million pairs, they were advising and managing 17 foamrubber footwear companies in Europe.

The shadow of the swastika was spreading. As Heinz says, "wherever Hitler went, we lost."

Yet the Belgian Era was bright enough. Heinz was learning some things. He was, if anything, happier than ever. To his knowledge of German, French, English and Spanish he added a fifth "language" in the person of an attractive Russian girl, whom he married. (The lately-acquired redbrick Rollman home in Waynesville, N.C., is filled with three children: Lanny, 6; Mimi, 5, and Kitty, 2½. All were adopted when less than one week old.)

As a sort of postponed honeymoon, the Heinz Rollmans had decided to make their first visit to America, to see the New York World's Fair. The ship was at sea when they learned that World War II had broken out eight minutes before they sailed.

For the democracies this was then only the start of an eight-month "cold war," and even in it Belgium was neutral. But the Heinz Rollmans decided, the moment they heard the news aboard ship, to stay in America.

Again without capital, and now without friends in a vast, strange land, he observed that Americans wore a lot of shoes.

But 18 months passed before Wellco Shoe Corp. finally got under way in March 1941, on the 16th floor of a building in lower Fifth Avenue, New York. It was owned by the firm of Weill & Feistman. Heinz Rollman was only a consultant.

"We had more officers than workers," says Heinz. President, executive vice-president and board of directors cut, stitched, vulcanized, packed and shipped. The first month's output was 100 pairs.

The next July the whole factory was moved in one truckload to Waynesville. Wellco was to get the basic foam rubber compounds from Dayton Rubber Co. and would occupy part of a new addition to Dayton's plant there.

School Becomes Factory

The building, however, was not yet ready.

Schools being on vacation, Waynesville town officials let Wellco use its High School workshop for training.

Just before school reopened in September, the Dayton plant was ready. Wellco's output soared from 100 to 2,500 pairs of slippers a day.

But after six months of "embryo" there were to be only three of active production. Pearl Harbor and rubber restrictions brought Foamtread swiftly to a halt. For four years, Wellco got by, making leggings and slippers (minus rubber) for military hospitals. It even made some slippers with phoney-Foamtread composition soles.

"We get the creeps thinking about them" Heinz confesses, "and we apologize for ever having made them."

During the war, Heinz's parents had died in France, with more of Hitler's emissaries pounding on the door. He was able to get Ernest over by way of France and Portugal. The Kaufman brothers came after the war. In late 1945, the four started Ro-Search.

By then Heinz had a title with Wellco—vice-president—but still no stock in it. His interest, he says, was "to see that they use my patents in the proper way. Only when I found that they did not do so, and that the management could not make a go of things, did I decide to get control."

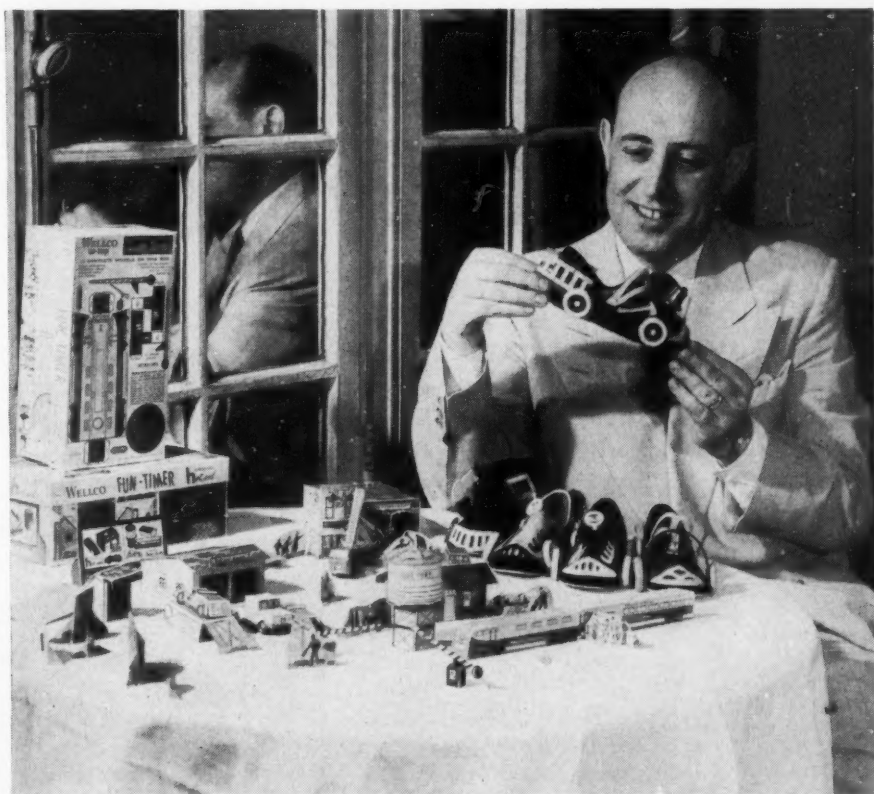
In Germany, with a population about one-third of ours, the Rollmans could turn out shoes at the rate of 30,000 pairs a day. Postwar Wellco was straining to produce and sell 2,000 pairs a day.

Since Heinz took the helm, three years ago, Wellco has sold more than 4,000,000 pairs, or an average of 750



They Shoe the Wide World: Owners of Ro-Search are (l. to r.) Heinz W. Rollman, Walter Kaufman, Kurt Kaufman, and Ernest Rollman . . .

. . . while Leo Leslie, merchandising director, approves Fun-Timers, of which the Rollmans expect to sell 500,000 pairs this year.



work days of about 5,300. Throughout the world Ro-Search factories now make more than 100,000 pairs a day. Some of these licensees, in fact, are doing better proportionately than Wellco in the U.S.A.

But Waynesville and Wellco, and the U.S.A., are technical laboratories which serve the whole world-wide operation. The standards are set here.

And the progress is sparked from here.

Heinz points out that wherever Foamtreads are produced, the construction and quality are the same. And so, proportionately, is the price range. Foamtreads still retail here from \$3 to \$7. Despite soaring costs of materials, Wellco's own prices have risen less than 10%.

(Continued on page 92)



GUY GILLETTE

THE TALK OF COSMETIC CIRCLES . . . is a quiet research chemist, Hazel Bishop, who values time so highly she invented (after 309 formulas and in her own kitchen) a really kiss-proof, smear-proof, bite-proof lipstick. Now she, and millions of women, can put on lipstick once a day and forget it. . . . In six months Miss Bishop has managed to turn the lipstick business upside-down: 40,000 drug stores, 3,000 syndicated stores and 30,000 beauty salons stock her lipstick; sales are running over \$4-million-a-year. The Hoboken-born Miss B's career might have brought forth a miracle drug or a better turbine engine as easily as a lipstick. She began as a researcher on hormones and went on to become researchist on allergies for a leading dermatologist. Then, with the war she went to work for Standard Oil of New Jersey as an organic and analytical chemist. Later she did chemical research for Socony. Today she continues to spend eight to 10 hours out of every 24 in her lab,

quietly working on other cosmetic ideas—about which she isn't talking. Not being "a businesswoman," she turned over her marketing operations to Raymond Spector. He spent the major portion of the advertising budget selling consumers rather than the trade, used newspapers, invested in TV.

They're in the News

NOTHING MORE APPROPRIATE . . . than a woman at the head of a company that makes its bread and butter selling to women. Generally: nothing rarer. But after successfully running his Stanley Home Products for 20 years—spectacularly so recently—F. Stanley Beveridge has decided to step down as president and let a gal get in there and pitch. She's Miss Catherine L. O'Brien, long Beveridge's right-hand "man." At 19 she took her first job, as his secretary at Fuller Brush. When he left she went her own way. But after a few years she followed him to Stanley (which he'd founded in the interim) like a faithful bird dog that knows a good scent. While FSB was creating Stanley she was succeeding in another line, building experience which has been invaluable to her and to Stanley. She managed a large insurance office, worked up to a salary that many a male executive might envy. In her early Stanley days she did a little of everything: office managing, distribution and was "definitely in charge of putting handles on brushes!" Today Stanley, which began in a tobacco shed, has a huge, modern plant, sold more than \$70-million in retail merchandise during '50.



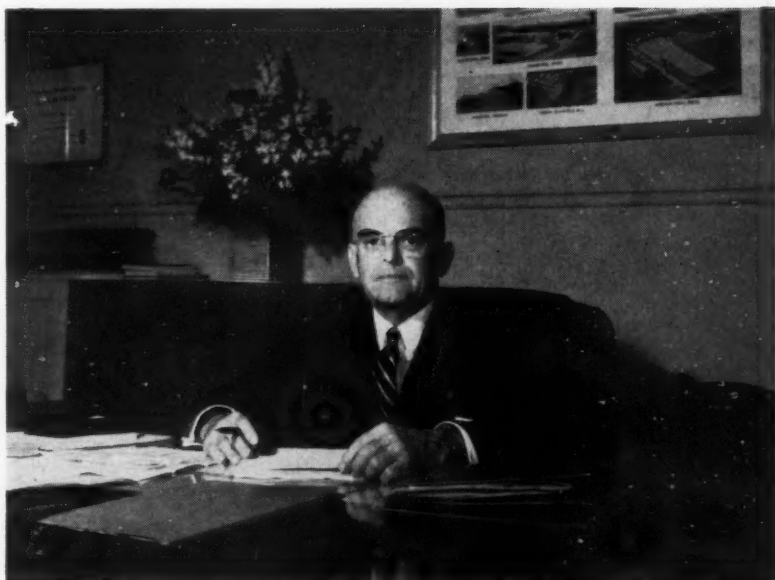


17 CENTS AN HOUR . . . may not look like much to you. But to American Can Company's William C. Stolk (He's the company's new president.) it looked like bank-night. For 17 cents was the wage paid young Bill on his first job as a timekeeper in the firm's former "Manhattan" plant. After serving in the Tank Corps during World War I, Mr. S. worked in South America for a year as a salesman for a cotton goods firm. But he was nostalgic for the U.S., and he came back to ACC; this time as a solder clerk. A freight elevator operator told him there was an opening in the sales department and thus began his long career in sales that ended in the presidency. . . . While he was s.m. in Pittsburgh he sold the world's first pressurized tennis ball, conceived the idea of packaging the balls to preserve their bounce. In '44 he became v-p in charge of sales, reorganized

the company's sales department and consolidated sales operations into a single executive organization. He's the father of the company's current "Operation Survival" research program. Out of it he hopes to free the U.S. of dependence on foreign sources of can-making materials. Bill Stolk was born in Caracas, Venezuela, where his father was in business at the time. He spent his first seven years there.

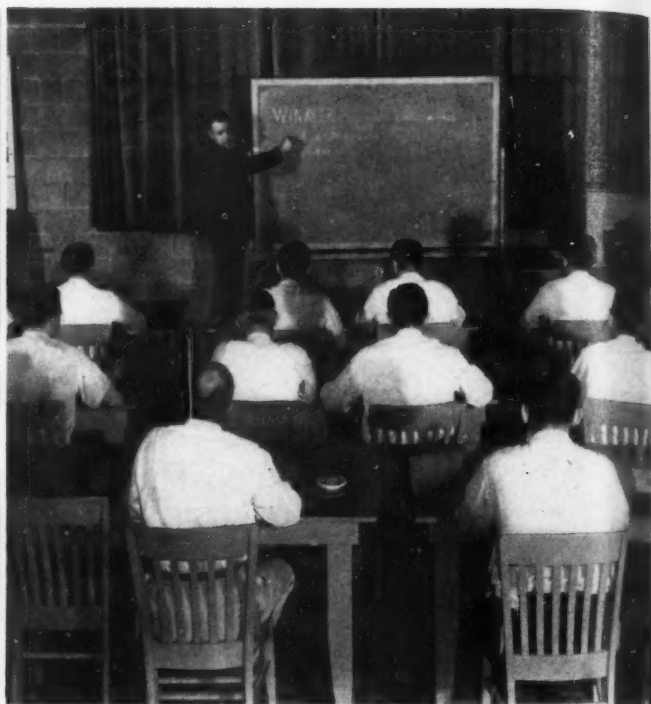
BY HARRY WOODWARD

LIVE IN A VACUUM . . . and you'll smother. Unless, of course, you're someone like J. F. Hattersley. "Jeff" (or "J.F.") Hattersley is The Hoover Company's new president. And he's spent 31 years with the company—eating, sleeping, studying vacuum cleaners. He hasn't lived *in* one yet. But he's lived *with* every model change, has literally walked the floor with each—pushing, testing, trying to make it better. Jeff Hattersley was born in Brooklyn, never got to college, didn't come up through sales like so many company presidents. He joined Hoover in 1920 as chief draftsman, stayed in engineering activities until '33 when he switched over to the administrative end. By '37 he was assistant v-p and in '45 he became a full-fledged v-p in charge of production. . . . His son, Bob, is following in his dad's footsteps. He's with Hoover's Kingston-Conley Division. . . . Mr. H. holds a Thirty-Second Degree Scottish Rite office and his hobby is sailing: It takes three boat clubs to keep him tacking.





Seeing how it's done is not enough . . .



Hearing about the product is not an adequate solution to training . . .

"Let's See You Do It" Training Is Heart of Winkler's Dealer Course

Based on an interview with **ROBERT C. HULSE**
Sales Promotion Manager, and Sales Training Manager, U. S. Machine Corp.

The dealer salesman, momentarily, is on the spot. But if he's really learned the ABC's of Winkler's heating equipment and all about consumer benefits he'll come through three days of practice with confidence that breeds better selling.

U. S. Machine Corp., Lebanon, Ind., reports that its sales were up 109% for the first two months of 1951 as compared with the same period last year.

The company, which concentrates on quality heating equipment, merchandises through approximately 1,500 dealer distributors who employ between 3,000 and 3,500 salesmen. Units are priced, on an average, about \$150 higher than competitive equipment and that, naturally, means that sales techniques must be above par.

"This remarkable sales record was made during a time when the industry's sales were approximately at the same level as in 1950," says Robert C. Hulse, sales promotion manager. "We credit results largely to our Retail Sales Training Clinic which was set up in November, 1949. We are so enthusiastic about its results that we have erected and equipped a building to house these operations, at a cost of more than \$100,000. It was opened last January 10, during our national sales conference.

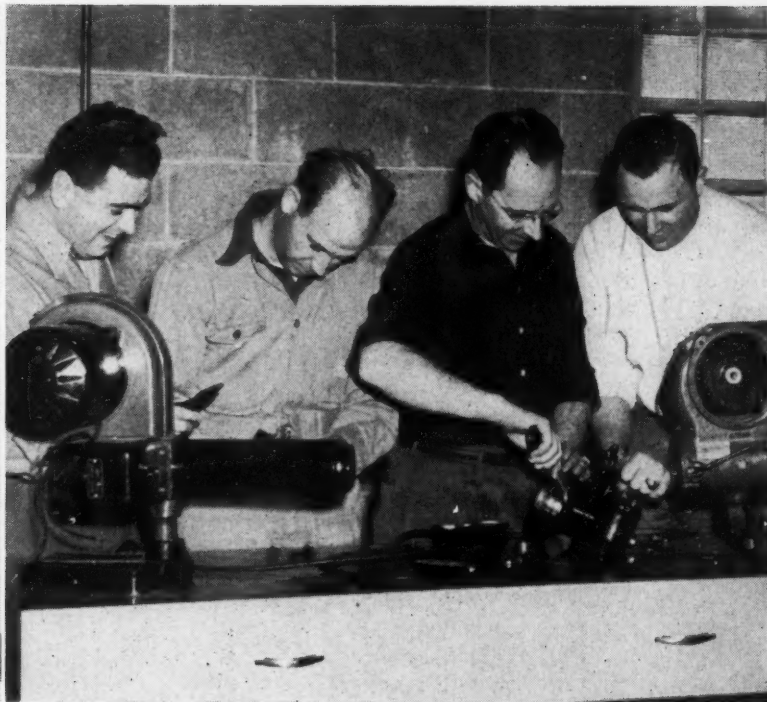
"We bring in our dealers, their

salesmen and their service men, usually in classes of 18, more or less, and give them a five-day concentrated course. We figure that this training costs us, under present conditions, about \$101 per man, but we believe the investment is one of the best we have ever made when it comes to assisting our dealers in making sales. So that the men will not forget the schooling we give them, we have a follow-up course, by mail. Lessons are sent out once each month for 12 months. These are largely in the nature of 'reminders'—to re-impress the salesmen with points brought out in the course."

When a salesman or service engineer has satisfactorily completed the course, and has passed a written examination, he is given a diploma, which may be framed for display on the wall of his place of business, and a card-of-proof to be carried in his



Reading the manual falls short. It's . . .



Practice on the product that develops understanding of benefits. Then . . .

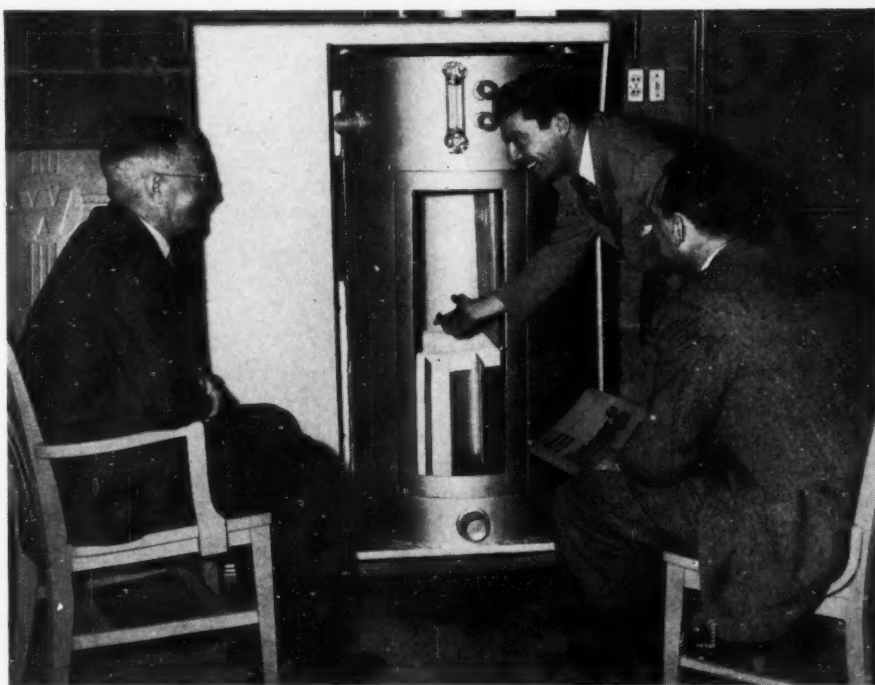
wallet. These assure customers that he is qualified for his job.

During the clinic's first full year, 1950, a total of 214 salesmen and 297 service engineers, or 511 in all, finished the course and were qualified. During the first three months of 1951 the count was: salesmen, 139; engineers, 152; total, 291; or at the rate of 1,164 a year. Sales results have been so good that some dealer-distributors have told the company management they think it would be profitable to them to send their salesmen back each year, or alternate years, to take the work over again.

To have a positive check on results of the sales training, the company sends a questionnaire to each graduate 30 days after he has returned home. In filling this form out the salesman is given an opportunity to offer suggestions for improvement of the course. He is also asked to list his actual sales during the 30-day period since he left the factory. A summary of the sales made by the 214 clinic graduates during the first 30 days after attending the clinic reveals the imposing total of 1,014 units.

Considering the fact that many of these men had no previous field sales experience, the practical value of the Clinic immediately becomes apparent.

The week's course at the Winkler Training Institute, named for the four Winkler brothers who organized the U. S. Machine Corp. 14



Demonstrations—persuasive ones—come readily under all sales conditions.

years ago, is organized in the light of four "steps:"

1. *Hearing:* This, the first day, is made up of lectures and readings from prepared scripts. The men just listen. Department heads and others qualified to do the work act as instructors.

2. *Seeing:* Instructors and demonstrators go through complete retail sales presentations with "customers" who are primed to ask all sorts of questions.

3. *Reading:* The salesman or engi-

neer is given home work to do the first two nights. This reviews and adds to the information he has had drilled into him during the two classroom days.

As a supplementary training feature, a session is held the third night. During this session six sales training films are shown to the trainees. The films have been prepared by outside sales specialists. After each one is shown, trainees discuss the points of similarity between information pre-

sented by the films and by the Winkler Assured Sales Program.

4. *Doing*: On the third, fourth and fifth days each man is required to go through the routine of meeting and demonstrating to a "customer," asking for the sale and coming to a proper, acceptable "close."

For this final phase of the schooling, nine "stations" are set up. At each station is one of the major products in the company's line.

And right here comes something that any sales manager planning a program might well note: *The work of the day is "timed" as exactly as any radio or TV program.* At the exact second the automatic bell rings the speaker is through.

Each retail presentation is immediately followed by a "Product Demonstration."

The second day brings up in order these retail sales presentations and demonstrations: coal-fired furnaces, oil-fired furnaces, universal furnaces, boilers, stokers, wall and floor furnaces, gas conversion burners and gas furnaces, etc., including a combustion efficiency test and a heating plan survey, prepared by trainees.

The ideal number of men in the class is 18. This is because the last three days of the program are confined to work at the nine stations. The class is split and nine men work clockwise, the other nine counter clockwise. One instructor is placed at each station; therefore each trainee works with a new trainee as each shift is made.

It takes three days to progress through the nine stations, with each trainee spending two hours on the product at each station. One-half of that time is spent making a complete sales demonstration to the instructor while the second trainee listens and observes. These positions are reversed during the second hour when the listening trainee becomes the salesman.

Definite, organized sales are followed on each product, with trainees receiving the benefit of the instructors' experience and tutoring. One point which receives special attention is how to obtain "yes" responses. The psychology of that is that "yeses" rather than "noes" condition the customer to the proper answer when the salesman asks for the order. Trainees are graded on eight different points by the instructor at each station. When the clinic is completed the grading cards are averaged out and sent to the employer together with a letter of recommendations for furthering the training in the field. The factory DSM in the territory receives copies of this correspondence.

Then when he calls to spend from three to five days making actual sales presentations with the trainee, he will have a practical guide to assist him in strengthening the trainee's weak points.

Because of the investment in this training program, the company management is watchful to see that there are no free riders. "We don't want vacationists," says Philip C. Kosch, sales training manager. "We are particular to see that no one comes to the school merely to pass the time. After a dealer-distributor names a candidate we insist that he be screened by a district sales manager. That's our guarantee against drones."

To receive the greatest benefit from the sales clinic, the trainee must have a background of experience in the heating industry. Lacking this, he must attend the Winkler Engineering Institute which always precedes the sales training period.

Who Pays?

When an employe is sent to Lebanon to attend the clinic the employer pays his transportation and his hotel bill. The U. S. Machine Corp. pays for lunches. There is little entertainment. The men come to study and to learn and there is little time for anything else.

The company has 45 district sales managers.

"Remember, in the first two months of 1951 our sales were increased 109% over the same months in 1950," says Mr. Kosch. "If any dealer's sales gain, for the same periods, has not increased 109%, we tell him he ought to send his salesmen to our clinic or attend himself—because he is not making his share of the sales and is falling behind the average."

Sometimes a salesman figures that he is so good he doesn't need the training. One salesman had closed 29 sales in January, totaling \$14,500. When his employer suggested a week in Lebanon for clinic training he rebelled.

"Doing pretty good as it is, ain't I?" he scoffed.

He went to the clinic, under pressure, and when he was through he said:

"Knowing as little as I did about our products, and as little as I did about the technique of selling them, I wonder now how I made all those sales."

Another salesman, one of the first to take the course, had not been making his drawing account. In the first 12 months after he finished the school his commissions totaled \$7,500.

In addition to the questionnaire sent to each sales clinic graduate, a different form is sent to his employer, in an attempt to determine if noticeable results have followed the schooling. Here are quotes from replies:

"He is going to be a very good salesman. He seems to have picked up considerable sales knowledge and product knowledge in a very short time."

"The thing that impresses me is that I could never have trained this man in a full year to the extent that he has advanced in a month."

"Every salesman, I think, should attend your clinic every year. I cannot recommend your school too highly. It is tops."

"I'm learning, too. I'm getting about as much out of his course as he did. I'm more than satisfied."

"It has been our experience that some of the sales schools conducted by manufacturers are quite helpful in training new salesmen. Occasionally such classes are conducted by men who not only know how to sell, but can teach selling. Judging from the reaction of our new salesman who returned recently from your Retail Sales Training Clinic, your classes were conducted by such men. Not only did they teach him selling, they sold him thoroughly on your product! He commented that although he had been selling [in other fields] for several years he had not realized the many ways in which he could improve his salesmanship, adding, 'Up to now I've been wasting my time.' His enthusiasm and his 300% increase in sales since his return are evidence of the benefit he received from your Retail Sales Training Clinic."

To stir the sales organization to high endeavor, U. S. Machine has a sales contest well under way. It started January 1 and will end July 31. Three Ford convertibles are to be given as prizes. One will go to the district sales manager who has the best record; the second to the dealer-distributor who rolls up the highest percentage increase; the third to the retail salesman who tops all others. For runners up there are television sets, radios and similar prizes. Salesmen's wives, who get into the melee and help, have a chance to win.

"Besides having a better knowledge of our products," says Mr. Hulse, "the five days of concentrated schooling given at our clinic give each salesman added confidence in himself plus a lot of enthusiasm. Three things make sales: knowledge of product, confidence, and will to sell. We are making star salesmen out of average salesmen and good salesmen out of mediocre ones."

What ARE THE ODDS?



Management's \$64 question usually is . . .

Can Your New Product Pass These Tests?

Industrial research laboratories are—and rightfully so—filled with all kinds of new products. Each of Ansul Chemical's proposed products must clear all of these hurdles.

"In 10 years at least half of our profits *must* come from new products!"

That's Ansul Chemical Company's sales vice-president, L. C. McKesson speaking.

Ansul's experience shows that, in each 10-year period for the past 30 years, the company has obtained at least half its profits either from new products or from radically new uses for old products. Unless this trend continues, the company believes its progress will halt.

To keep the trend going, Ansul recently accelerated its new product program, granting C. Victor Mars, director of research and development,

more manpower and more dollars.

The history of Ansul Chemical is closely allied to the history of sulfur dioxide. It all started back in 1915 when the late Francis G. Hood, realizing the possibilities of liquid sulfur dioxide as a refrigerant and as an industrial chemical, founded the Ansul Chemical Co. in Marinette, Wis., 260 miles north of Chicago.

This was the dawn of the mechanical refrigeration era. Ansul sulfur dioxide won rapid acceptance as a highly effective refrigeration gas. Gradually methyl chloride and "Freon-12" crowded sulfur dioxide for the front rank.

From 1934 to 1936 Ansul pur-

chased methyl chloride from Du Pont and then became a full-scale manufacturer of methyl chloride for mechanical refrigeration.

In 1938 Ansul went into the "Freon" business. Ansul buys "Freons" from Kinetic Chemicals, Inc., distributing this refrigerant to wholesalers and refrigeration service men.

Years of research led to new industrial uses for Ansul sulfur dioxide and methyl chloride. To exploit these potential markets, Ansul organized its industrial chemical division in 1939 to complement its long-established refrigeration division.

A third division was created shortly after this. Ansul purchased the Dugas Engineering's dry chemical fire extinguisher patents. After several years of intensive engineering, Ansul came out with a new line of dry chemical extinguishers.

The growth of this company has been going on at a steadily accelerating rate since it was founded by Mr. Hood. From a small company operated by seven men in 1915, Ansul has expanded into a firm employing more than 330 men and women.

It is little wonder, then, that Ansul's management is new-product minded. Here is the seven-part check list through which each new product must pass before Ansul places it on the market commercially:

I General Procedure

Preliminary Study

- Market Research
- Sales Potential
- Adaptability
- Pricing
- Costing
- Estimated Development Cost
- Estimated Investment
- Estimated Manufacturing Costs
- Estimated Profits
- Manufacturing Study
- Preliminary Research
- Early Pilot
- Preliminary Engineering
- Legal Aspects

Development Phase

- Market Research
- Engineering
- Costing
- Legal
- Pilot
- Field Test
- Manufacturing Phase
- Engineering
- Construction
- Operation
- Sales Department

II Market Research Check List

1. Utility value of product—need for it
2. Sales appeal
3. Advantages & improvements over other similar products
 - (a) Will customer recognize these advantages?
4. History of similar products
5. Company standing in this market
6. Seasonal aspects of sales & manufacturing
7. Strength of competition
8. Brand loyalty to competition
9. Company line completeness vs. competitors
10. Will product support or supplement present lines?
11. Trade practices of competitors
 - (a) Discounts
 - (b) Terms
 - (c) Warehousing

III Sales Research Check List

1. Unit volume potential
2. Dollar volume potential
3. Export possibilities
4. Extent & location of market
5. Permanence of market
6. Adaptability of present Sales Organization
 - (a) Sales force
 - (b) Distribution channels
7. What industries will use
 - (a) Manufacturers
 - (b) Consumers
 - (c) Government
8. Should we sample market on small scale?
9. Advertising needs
10. Service requirements before and after sales

IV Manufacturing Research Check List

1. Suitability of company facilities
 - (a) Engineering
 - (b) Research
 - (c) Pilot plant
 - (d) Present equipment
 - (e) Space
 - (f) Raw materials
2. Would we manufacture complete or assemble?

V Cost Analysis Check List

1. Development cost
 - (a) Market study
 - (b) Research
 - (c) Engineering & design
 - (d) Pilot plant
2. Estimated manufacturing cost
3. Estimated selling cost
4. Estimated plant cost
5. Estimated working capital
 - (a) Inventories
 - (b) Accounts receivable
6. Selling prices
7. Profit possibilities
8. Time required to operate profitably

VI Legal Study Check List

1. Patent situation
 - (a) Is idea patentable?

- (b) Infringement on Other Patents

2. License to manufacture
 - (a) Royalties
 - (b) Cash payment

VII Miscellaneous Check List

1. Does product have a name?
2. How best introduce?
3. What are we trying to do?
 - (a) New business
 - (b) New line
 - (c) Round out old line
 - (d) Expand present sales market
 - (e) Better use of men and machinery
 - (f) Meet a new need of customers
 - (g) Exploit a patent
 - (h) Keep up with changes in field
 - (i) Counter a competitive product



"And now you come in with a new one!"

A MILLION PEOPLE

**have put their money in
the Bell Telephone business**

Today, for the first time in the history of the United States, a company is owned by a million people. The American Telephone and Telegraph Company has reached that mark. No other company has half as many owners.

These million men and women owners live in 19,000 communities throughout the United States. They are in cities, towns and on farms and from all walks of life.

Most of them are small stockholders. More than half are women. Over 350,000 have held their stock for ten years or longer. Some 200,000 are telephone employees and thousands more are buying the stock under the Employee Stock Plan. About one family in every forty-five in the United States is now an owner of A. T. & T.

You can see that many, many people have a stake in the telephone business. It's their savings that have helped to give this country the most and the best telephone service in the world. Important in peace, the telephone is vital in time of national emergency.

BELL TELEPHONE SYSTEM



Coming . . .

In Sales Management
June 1

Plough Plows It Back

By Lawrence M. Hughes

Let's Put More Small Plants To Work on Defense Orders!

By Senator John Sparkman
Chairman, Senate Small
Business Committee

Demonstrator Cuts 2-Hour Sales Story to 10 Minutes

By E. Ralph Harris,
Manager, Industrial Sales,
Alemite Corp.

"If You Want to Sell the Farmer . . ."

By Henry W. Collins
Executive Vice-President,
The Celotex Corp.



Pan American sells the pleasures to be found at the end of the air journey. Color slides give agents a persuasive tool that helps convert the undecided.

"Shoppers Become Buyers"

"You can talk yourself deaf, dumb and blind to some customers and you can show them tons of printed matter, without convincing them. But when you show them actual photographs on a projector or table viewer, it helps them make up their minds quickly and you make a sale."

The speaker: Jules Hesper, district passenger agency supervisor of Pan American World Airways, New York City, explaining why Pan American embarked two years ago on a color slide program for travel agents. Since then, Pan American has distributed more than 1,250,000 individual slides to some 400 travel agents throughout this country and abroad.

One type of prospect that can be a headache to the tour agent is the great time-consumer, who often walks out of the agent's office without booking a reservation anywhere.

"The slide technique has definitely brought business from this type of uncertain customer, hence it has meant money for many an agent who otherwise would have lost the sale," says Hesper.

The slide program includes a series of slides covering every route on Pan American's world-girdling system. Each series runs from 20 to 60 individual slides, depending on the

length of the tour and the subject matter to be covered. Flight equipment, service aboard and on the ground, scenery, accommodations and attractions at destination points are featured, leaving little to the imagination of the traveler as to the comforts and pleasures of his forthcoming trip.

Slides are offered without cost to the agent. The agent, however, provides his own table viewer or still projector. A number of leading agencies have both, using the table viewer for office showings and a projector for group presentations, usually at night.

In San Francisco an agent uses slides as a continuous projection window display, flashing them on a transparent screen for benefit of passersby. In New York City, scenes of Bermuda and the accommodations afforded by Pan American were projected daily for several weeks in the lobby of the Capitol Theater. Another agent, whose office was in a large hotel, ran a continuous display of slides.

As new airplanes have been introduced or new features added to the service, Pan American sends to agents additional slides, explaining features of the new planes.

What do
sales executives do
when they're oversold?

they !ADVERTISE

That's right. They !aditrevbn

Hold the word up to a looking glass and it spells ADVERTISE! And there is another way of looking at advertising today.

The only reason a sales executive might hesitate to use advertising as a customer relations tool during a period of product scarcity is that he's in the habit of looking at advertising only one way—as a means of increasing demand for his product.

But look at it this way:

Advertising is simply a high-speed, low-cost means of communicating with customers and prospects everywhere, anytime, under any and all conditions.

And what are those conditions today?

Well, for one thing, the chances are your salesmen have cut down on their sales contacts 'most everywhere except among the biggest and best of their present customers and still-wanted prospects.

So what do you do about the rest of your prospects? Do you let them forget you?

Not unless you've forgotten what so many sales executives learned so painfully just after the second World War!

No—you're going to sit down with competent advertising counsel and work out ways to keep all your prospects of the future, in all of your markets, reminded of your products and your company. And there are ways, you know, to do this without embarrassing yourself with orders that you can't fill now.

Some sales executives !ADVERTISE to their customers, today.

At a time like this, many companies find themselves faced with a need for getting new policies—properly explained—into the hands of all of their customers (and sometimes to many hard-to-reach individuals within their customer companies) in such a way that the whole affair is clearly one of public record.

Publication advertising, in addition to letters to your customers, is one way to accomplish this.

Other sales executives find that scarcities in materials or components are going to require changes in their products that need explaining. They want this kind of information to reach many people other than those their salesmen see regularly—hard-to-identify individuals in many customer organizations. Publication advertising, combined with good literature and direct mail, can tell this quickly—and above all, tell it exactly the way you want it told.

!ADVERTISE to avoid confusion

It may make sense at a time like this to do a little "digging" in your markets to uncover possible misconceptions concerning your products or your policies. Confusion today, if not corrected promptly, might seriously damage a company's reputation and impair its standing in those markets.

So, now that you see that there are many ways to !ADVERTISE today, when you may have thought that it would make no sense to ADVERTISE—perhaps you'd like to tell us about your particular situation. Possibly there are ways we can help you on this piece of your customer relations operation without disturbing your regular agency arrangement.

THE SCHUYLER HOPPER COMPANY

12 East 41st Street, New York 17, N. Y. • LExington 2-3135

"DITCH-DIGGING" ADVERTISING THAT SELLS BY HELPING PEOPLE BUY



This Is How the "Falk Pool Plan" Worked

Pool commission record, from the comptroller's report, indicating how 10 typical salesmen were affected as of the end of Dec., 1942:

| Name | Monthly Accrual Amount | Commission plus Override Old Contract basis Current Month. | Accrued to Date (One year) | Commission plus Override Old Contract basis Year to Date | Accrued in Excess (+) or Under Old (-) Contract Basis |
|--|------------------------------|---|----------------------------------|---|--|
| Salesman A | \$ 500.00 | \$ 423.71 | \$ 6,000.00 | \$ 5,246.56 | + |
| Salesman B | 1,120.00 | 1,654.80 | 13,444.00 | 17,568.94 | - |
| Salesman C | 400.00 | 680.40 | 4,800.00 | 6,250.80 | - |
| Salesman D | 1,200.00 | 1,853.78 | 14,400.00 | 26,490.60 | - |
| Salesman E | 300.00 | 247.60 | 3,600.00 | 2,364.85 | + |
| Salesman F | 800.00 | 920.66 | 9,600.00 | 7,472.95 | + |
| Salesman G | 175.00 | 284.71 | 2,100.00 | 3,019.65 | - |
| Salesman H | 750.00 | 423.40 | 9,000.00 | 4,651.48 | + |
| Salesman I | 250.00 | 140.69 | 3,000.00 | 2,365.40 | + |
| Salesman J | 350.00 | 273.40 | 4,200.00 | 2,953.64 | + |
| Total | \$12,500.00 | \$14,650.48 | \$150,000.00 | \$178,462.50 | |
| Surplus to be distributed at end of year | | | | \$28,462.50 | |

Falk's 1951 compensation plan follows this typical pattern which worked so well in World War II.

For detailed rules under which pooled earnings are distributed to sales force turn to text on page 52.

Falk's Industrial Sales Pay Plan Heads off Squabbles on:

1. "Windfall" commissions from Government contracts.
2. Earnings by salesmen with few defense order prospects.
3. The role of manufacturers' agents during war selling.
4. Split commissions.
5. Possible favoritism in accepting defense rated orders.

The Falk Corp., Milwaukee, solved a serious problem when World War II threatened to upset the stability and efficiency of its sales force. The problem: fair and equitable compensation for field representatives during a period of turmoil.

A supplier of light and heavy equipment to industry, Falk had been operating for a long time with 15 company representatives in large industrial centers. They worked on a salary and bonus and their compensation for the most part came from the volume they produced. In addition, there

were 35 manufacturers' agents who had approximately 60 men in the field on straight commission. They were in smaller industrial areas.

So well was the problem solved during World War II that on January 1, 1951, with wartime conditions again disrupting peacetime schedules and practices, The Falk Corp. returned to the system it had employed from 1941 to 1945.

"In so far as I know, our wartime plan for compensating salesmen is unusual," says Thomas F. Scannell, general sales manager. "I am not

aware of any other company that has developed a plan anything like it. While the step we took during World War II was a radical one, it worked out happily for our salesmen, our manufacturers' agents, and for us. It may be of interest to many who are charged with the responsibility of keeping sales forces on an even keel during today's conditions.

"We received many requests to accept a very heavy volume of business, partly on priorities and for the Navy and Maritime Commission. War plants throughout the country besieged us with orders, and because of the priority setup, we found ourselves in difficulty with many established customers to whom we could no longer ship in quantity.

"Our problem was threefold:

"1. To do our utmost in the war effort.

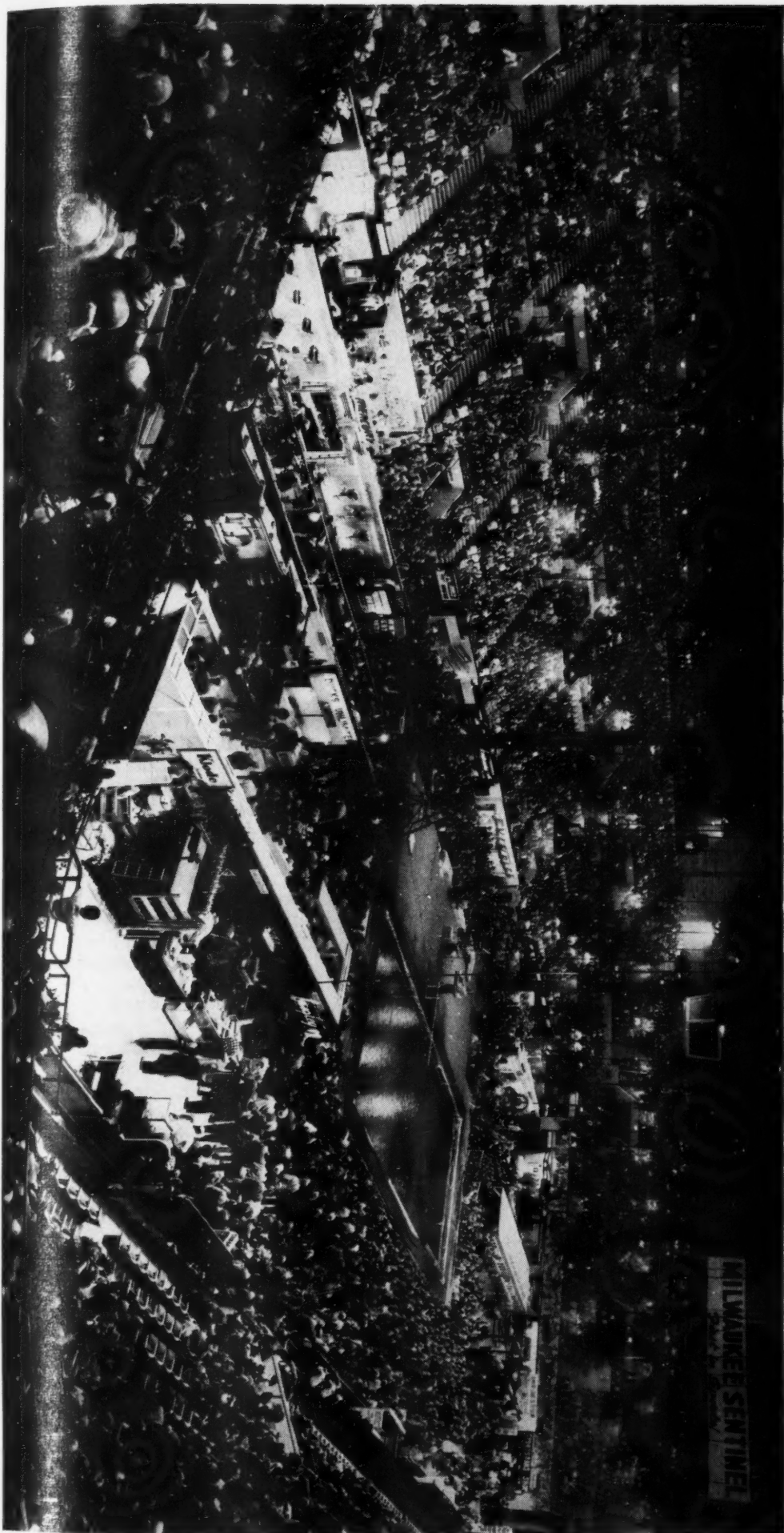
"2. To fill orders from good customers who had depended on us for



Once Again . . . America's Greatest Sports Show

Another new record in attendance was set, when 163,481 persons jammed the Milwaukee Arena and Auditorium during the nine days, April 7 to 15, 1951, to see the Milwaukee Sentinel Sports and Vacation Show. Here's another dramatic demonstration of the tremendous pulling power of the . . .

MILWAUKEE SENTINEL—The Newspaper Wisconsin Grew Up With



MAY 20, 1951

BUSINESS— In St. Petersburg It Is Excellent.

Bank debits for the first quarter of 1951 show an increase of 27 per cent over last year . . . LEADING THE ENTIRE STATE OF FLORIDA IN RATE OF GAIN!*

The TIMES, the leading newspaper of Florida's fastest growing market, continues to gain over its 1950 lineage which totaled 21,859,699 . . . leading in ALL classifications . . . leading ALL Florida papers but one.

St. Petersburg - Florida
Daily **TIMES** Sunday

Represented by

Theis & Simpson Co., Inc.

New York Detroit Chicago Atlanta
V. J. Obenauer, Jr. in Jacksonville, Fla.

*Source: Fed. Res. Bank, Jacksonville.

We publish two good newspapers
... they are read by everybody
in and around Louisville

We sell advertising space at
reasonable rates.
It produces sales.

The Courier-Journal
THE LOUISVILLE TIMES

Owners and operators of
Station WHAS and Station WHAS-TV
364,123 DAILY • 293,426 SUNDAY
REPRESENTED NATIONALLY BY THE BRANHAM CO.

Based on an interview by Lester B. Colby with
T. F. SCANNELL,
General Sales Manager, The Falk Corp.

years during peacetime and who would have a difficult time entering the open market for new sources.

"3. To keep our sales force intact for the postwar period.

"We were impressed with the fact that some of our representatives and manufacturers' agents would reap commissions far out of proportion to their normal earnings practically without turning a hand because of priority orders forced upon them. Others, because their territories would not yield such priority orders, would suffer a severe cut in average income no matter how hard they tried or worked.

Specific Case

"For example, one agent whose business had averaged about \$30,000 a year suddenly found himself inundated with orders, which came to him virtually without effort on his part, to a value of approximately \$300,000. Another agent, with us for a quarter of a century and averaging commissions of about \$15,000 a year, might almost as well have shut up shop because of his unfavorable location priority-wise. A third came to us with an order for 800 speed reducers, totaling more than \$1,000,000. In normal times that would have been acceptable business, but we had to turn this order down and it almost broke our agent's heart.

"Thus, with a sales force that had taken us almost 30 years to build up, we were faced with the obvious conclusion that at the very best our sales force might deteriorate and at the very worst, might completely disintegrate.

"Like other manufacturers, we had a list of 'bread and butter' customers during normal times, including some of the best known names. What was to become of them? We struggled to screen all orders and thus put work in our shops for preferred customers, but the priority system balked us at every turn and it looked as if our salesmen would end up in a mental tailspin."

The solution came, according to Mr. Scannell, in this way: The salesmen were asked to stop looking for orders and to turn down all new customers so far as possible. They were, in fact, to become good will ambassadors, looking after the interests of their customers and retain-

ing their good will by explaining the difficulties of our position.

This request seemed reasonable enough to our representatives, but a natural query arose on all sides: "What happens to our compensation under these circumstances?" Of course, company executives pondered the same problem and had no guides to help them in formulating a policy—no plan that could be taken off the shelf, no precedents of any kind.

Mr. Scannell describes how the problem was kicked around and tells of many ideas which popped up without presenting a solution to the dilemma. "Allocating" was a good word in those days. How about allocating pay according to customers' past purchases? How about allocating according to territories? Couldn't percentages based on something or almost anything be used as a measuring stick?

Perhaps 40 schemes were suggested, but each one seemed to have holes in it. Meanwhile, orders were pouring into the home office. Some orders were taken on a "must" basis; some couldn't be taken on any basis. That was the heart of the problem.

How It Began

Someone finally asked, "How about pooling all commissions so that the acceptable orders the men get don't mean money in their individual pockets?"

This idea seemed to have possibilities, even at first glance. Falk accountants and sales executives began to burn midnight electricity. They studied backlogs, large, unusual, and unexpected jobs, and compensation back through the books for a period of six years. They studied the commissions on orders in process and how much the manufacturing division might produce during the year.

In the end, Falk sales management got its toe in the door by taking the six-year averages, adjusting for windfalls, adjusting for anticipated production, and then, just to play safe, cutting back 10%.

"This finally gave us our pool," explains Mr. Scannell. "Suppose we take for example an order thrown into the home office under stress of wartime rush without having any salesman lay a finger on the deal. Suppose it is an order for \$1,000,000 worth of specified items, such as pre-

cision helical gears or steel mill or rod mill drives. Average normal commissions for such an order are easily determined and are put immediately into the pool to be split up among the salesmen, each according to his due.

"Through accurate bookkeeping and accounting each representative and each manufacturers' agent is assigned a commission to be paid monthly, which, after adjustment, is carried forward each month. Accordingly, each salesman receives a monthly check for one-twelfth of his anticipated earnings for the entire year."

What Records?

The company thus kept a running record of earnings accurately figured just as if each man was actually on a fixed commission. To insure fairness, a column of figures was brought forward each month to show what each man would have earned on the old basis of compensation. The plan was so established that a surplus was built up. At the end of the year this surplus was allocated and paid out to compensate for any inequalities which might have occurred. Two factors illustrate this point:

1. If a man received an abnormally large number of orders on which little work was done, nobody worried too much and jealousies were kept out of the picture.

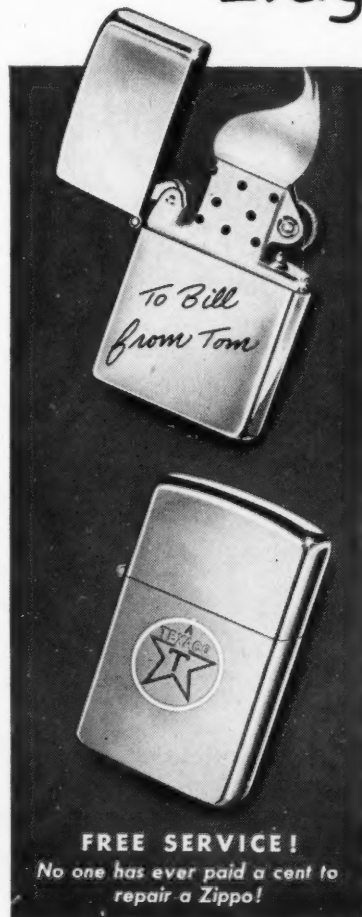
2. If a man was called upon to do more than his share of leg or office work, which would not result in orders, his case was picked up at the end of the year and he was given proper remuneration.

To convince representatives and agents in the early days of World War II that such a new and wholly untried plan would be feasible and equitable, called for a careful presentation. Regional meetings were held and a selling job was done. A few of the men at remote points were sold by letter. Some of them were called on personally. The majority of the men, however, learned about the pool commission arrangement at regional meetings held in the larger industrial centers.

"This plan had been carefully worked out in detail and we were convinced that it would result in the greatest benefit to the largest number of salesmen as well as to the company. We decided to be firm about asking everyone to go along with us," says Mr. Scannell. "Everyone did go along. Some salesmen in the final analysis received less than they would have received under the compensation



He Lights on Your Company Name Every day...for years!



Here's the business gift that makes customers and colleagues light up with pleasure—as they see your name. It's Zippo, the lighter that never fails . . . that always lights with a zip, even in wind or rain. It's your sure-fire buy as goodwill gift or premium, as sales incentive or business anniversary award. Engraved with your trade mark, it will spark a friendly feeling for years and years!

Send for FREE Brochure. Get the FREE Zippo Brochure explaining how you can have your company trade mark or other message reproduced in color on Zippo Lighters at low cost. Shows many Zippo models with prices and discounts. Send the coupon today.

ZIPPO MANUFACTURING CO. Dept. SM-13
Bradford, Pa.

Please send your FREE brochure on Zippo
Goodwill gift ideas.

Company.....

Address.....

City.....State.....

Attention.....Title.....

ZIPPO

The One-Zip Windproof Lighter

plan, but most of them received more. "Most important to us was the fact that the men had ease of mind because they knew their jobs were safe and they appreciated the company's interest in their welfare until the post-war period of normal competition was again a fact.

"The big gain to the company was that we held our sales organization intact. Too many companies saw their sales staffs disintegrate during war years. Some of them have never regained their pre-war stature.

"History is repeating itself in many

lines," observes Mr. Scannell. "Salesmen are restless because they are insecure with wartime conditions looming on the near horizon. This is particularly true in the fields of prefabrication, steel, appliances, plastics, wherever sales of aluminum, copper, or the alloys are concerned. A steel company with no steel available has no need for salesmen. And always in this picture there is this cloud: A salesman with nothing to do goes to seed.

"The Falk pool commission plan during World War II provided flexi-

bility for management, and the men were asked to do work outside their usual duties as salesmen. For example, some of the men who were qualified through training at the factory were brought in to supervise various manufacturing programs. Sometimes they were pressed into service as expeditors or they were asked to scour the countryside for raw materials. For this latter activity a weekly list showing material needs was sent to each man in the field. It was surprising where some materials were turned up, since those salesmen who formerly were known for uncanny noses in 'smelling out' orders, used the same talent for finding out-of-the-way stocks. Some of the men were so pleased with their new-found talent that they boasted about keeping the factory running with the raw materials they uncovered."

When Falk management conceived the pool idea prices and wages were frozen. The question was: could such a radical change in methods of compensation be made without courting trouble? Was it legal? Company attorneys, properly cautious, advised that the Salary Stabilization Board in Chicago be consulted.

The case was laid before the Salary Stabilization Board and the advantages were pointed out. Falk staff executives emphasized that over-all conditions would be at normal rates, that no excess commissions would be paid or accrued. It was frankly explained that, while the main idea was to hold the sales staff intact, in the meantime the job the government wanted done would be accomplished more effectively and with greater dispatch because the salesmen who were particularly qualified could be shifted to other temporary and more important duties.

Cut Red Tape

"All this took time and we had to unravel considerable red tape," says Mr. Scannell, "but in the end it went through with flying colors." Such a plan is nothing to trifle with during normal times, Mr. Scannell warns. It will not function in a buyers' market; therefore it becomes an emergency measure, and it takes a lot of paper work and figuring to keep it running. Summing up the company's experience with the plan during World War II, Mr. Scannell says it went into effect January 1, 1942, and continued until December 31, 1945—a total of four years. During this time two records were kept:

1. Amounts paid monthly to the men under the pool commission plan.

THE AKRON MARKET

As Uncle Sam Sees It:

The U. S. Bureau of the Census defines Akron as a **separate and distinct** Metropolitan area. This is a rich area where the Akron Beacon Journal has

100% Coverage



THE RICH AKRON METROPOLITAN AREA
(Summit County)



The Akron Metropolitan Area (Summit County)

plus 13 Townships in Portage County

plus 7 Townships in Medina County

plus 4 Townships in Wayne County

plus 4 Townships in Stark County

make up Akron's Retail Trading Area.....a market where practically every home receives Akron's ONLY daily and Sunday newspaper.



A rich market where there is no substitute for the Beacon Journal if you wish to reach and sell Akron Buyers.

AKRON BEACON JOURNAL

John S. Knight, Publisher

Represented Nationally by: Story, Brooks & Finley

2. Amounts they individually earned on the old contract basis.

"The original estimate," Mr. Scannell points out, "proved accurate because, as previously stated, after shop production was estimated, it and resultant commissions, were cut back 10% as a safety measure. Actually, we averaged less than 20% surplus each year. This surplus was not distributed to the men strictly in accordance with their monthly income assignment. We followed that pattern in general and modified it according to inequities which came to light during the course of the year. As promised, the corporation ended up by distributing the entire amount on an equitable basis.

Final Results

"Here are the final results: 72% of the men received more under the pool commission plan than they would have received on the old contract basis; 28% received less. Of this 28%, no one was badly hurt; losses were comparatively minor. There were not any resentments because the men had the entire picture and those whose year-end adjustment did not bring them up to their old earning basis knew it was because they had less control over incoming orders and considerably less work to handle.

"This is quite important: We ended up the four years under the pool commission plan *without loss of a single salesman*. In addition, we had the confidence and loyalty of everyone in the organization."

When the Korean situation erupted last June, it was followed by a flood of large orders. Things were getting hot by November, so on the 29th day of that month, Falk canceled, for the second time, all contracts with representatives and manufacturers' agents. The idea was to allow 30 days of grace in which to start the plan "clean" the first of the year. This time more than 40 men were affected.

There was only one difference: This time it took no "presentation," no meetings, no selling job. Everyone concerned, sensing that intensive rearmament was in the air, was looking for it. A simple letter announcing the step was all that was needed. No one voiced opposition. The pool commission plan came back into being as naturally as the rising of the sun.

It was the same old story, too, so far as compensation was concerned. At the end of the first month the books showed that some men made more money and some men made less. No man is complaining, because he

knows from past experience that the plan works for the benefit of all. He knows that he can rely on management to mete out compensation on an equitable basis. He knows that in the long run both he and the company will fare better if the men are freed to do essential tasks rather than to fight for orders that must be refused.

"The pool commission plan is reassuring to our men," says Mr. Scannell. "They know it is considerate of their future and holds them together as a closely-knit unit which

will function smoothly, efficiently, with the least amount of readjustment possible when peace comes. Wars always end sometime, and the salesman who knows that consideration is given to his personal welfare and well-being during that time emerges a better man. On the other hand the company's gain will be that its selling force is still intact. Like the obstetrician who boasted that he has 'never lost a father,' we can repeat again that we have never lost a salesman during a war."

ARE YOU MISSING SOMETHING?

COVER THE RICH QUAD-CITY MARKET WITH . . .



The Davenport Newspapers

It's embarrassing to forget one of the nation's leading profit patterns—so "tailor-made" for top advertisers!

Yes, the big \$402,783,000* Quad-City market is yours—if you're in THE DAVENPORT NEWSPAPERS. Hundreds of leading national advertisers have "dressed up" their schedules to include this sure-fire means of selling!

You're missing something vital if you're not in the DAVENPORT NEWSPAPERS. Remember—they're the *only* newspapers that really serve the rich Quad-City area, with home-delivered circulation on both the Iowa (Davenport) and Illinois (Rock Island, Moline and East Moline) sides of the Mississippi.

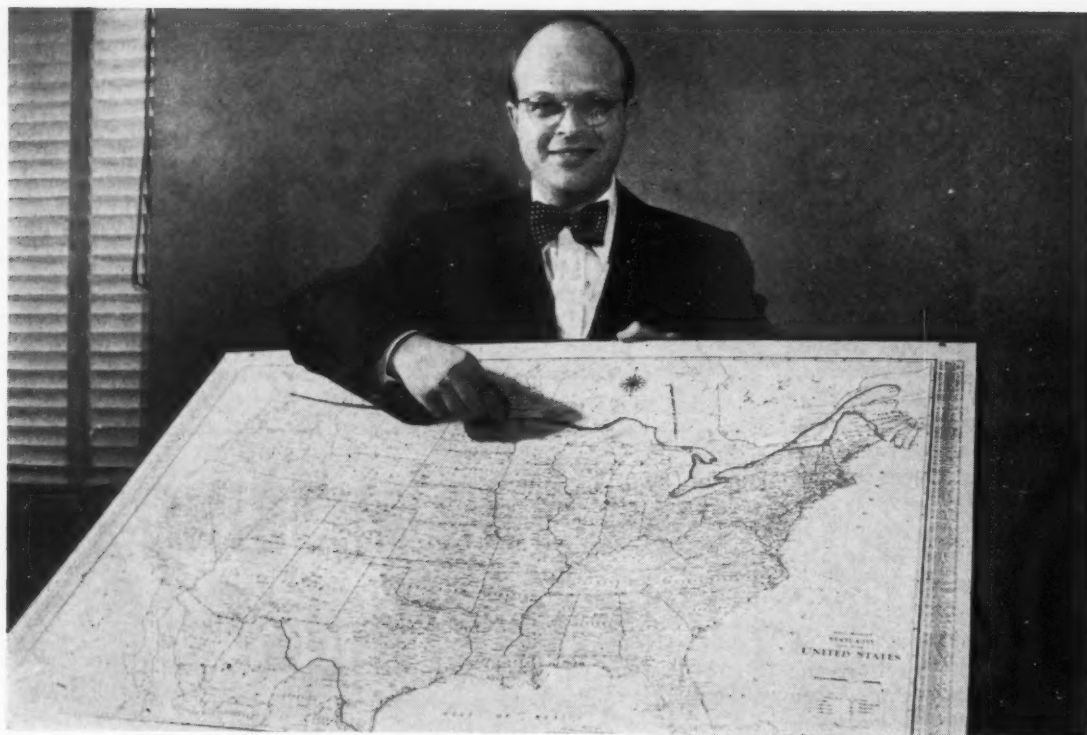
| RETAIL SALES | |
|------------------------------------|---------------|
| Davenport | \$102,900,000 |
| Rock Island | 54,446,000 |
| Moline | 53,175,000 |
| East Moline | 13,009,000 |
| Total | \$223,530,000 |
| EFFECTIVE BUYING INCOME PER FAMILY | |
| Davenport | \$5,947 |
| Rock Island | 5,495 |
| Moline | 5,677 |
| East Moline | 5,055 |

THE DAVENPORT NEWSPAPERS HAVE 99% SATURATION IN DAVENPORT PLUS 10,000 HOMES IN ILLINOIS WITH THE WEEK-DAY TIMES AND THE SUNDAY DEMOCRAT
*Copr. 1951 Sales Management Survey of Buying Power Further reproduction not licensed.

The Davenport Newspapers

represented nationally by Jann & Kelley, Inc.

THE DAILY TIMES
THE DEMOCRAT
& LEADER



Edward Keating has erased "border thinking" from Ekco's marketing policies. But . . .

Do You Treat Canada As Just Another Export Market?

Based on an interview with **EDWARD KEATING,**
Vice-President in Charge of Foreign Operations, Ekco Products Co.

This case history of the 225% rise in Ekco's Canadian sales puts the finger on typical weaknesses of many American concerns seeking north-of-the-border business. And it tells you what tactics really pay off in Canada—and why.

Two years ago the Ekco Products Co., Chicago, decided to abandon its traditional policy of merchandising in Canada. The idea was no longer to treat Canada as a "foreign" market, merchandising to it on an "export" basis. A wholly-owned subsidiary was created, known as Ekco Products Co., Canada, Ltd., and a warehouse was built on a four-acre tract in Toronto. Twenty-one salesmen are employed in that field and in these two years sales have doubled.

"Most American companies, particularly in the housewares field, have

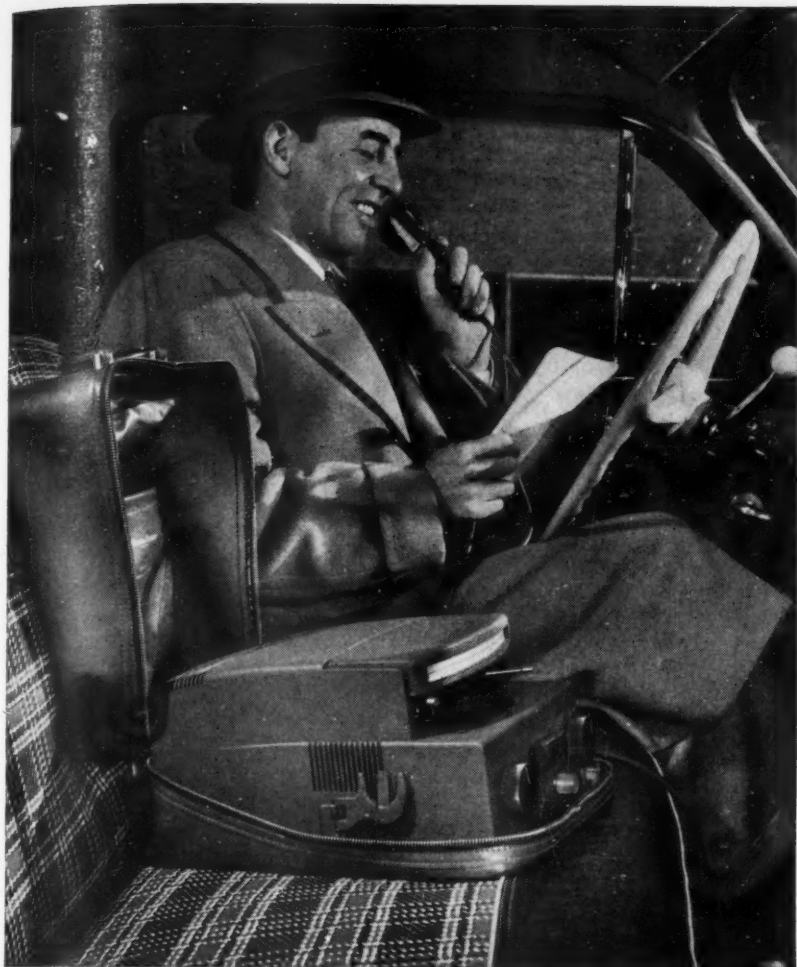
normally considered Canada to be another country," says Edward Keating, vice-president in charge of foreign operations. "Through this thinking they have kept Canada in the export field; treated it as just another export market. Because of an imaginary line, they look at it as a way-off land to be handled as export.

"Our premise is that Canada is just as important percentage-wise, based on inhabitants and buying power, as any one of our markets in the United States. It is as important as our Pacific Coast or our Metro-

politan New York market. Because of that imaginary line, Canada has been a neglected market.

"With this thought in mind, we bought four acres of land in a beautiful new industrial district on the edge of Toronto and have built 25,000 square feet of factory space. We bring into that factory warehouse all of the merchandise we manufacture in our six plants in the United States and our four plants in England. We warehouse there to service our Canadian customers. This hasn't been done by many American manufacturers in the past.

"We have built up a management and sales organization patterned after our own and make use of our proven methods of selling, merchandising and advertising in the United States, applying them to Canada. Our unit there becomes what we call a super-jobber. Through it we sell all channels of trade, to the jobber, to chains,



Tycoon is world's lightest portable dictating instrument.



Easy to mail discs—nine of 'em mail for 3¢ postage.

You CAN take it with you!

Tycoon's Portability Means More Efficiency, Sales, Profit

SoundScriber's TYCOON* is so marvelously light, compact, portable . . . weighs only 15 lbs. . . salesmen like to take it with them.

Not only for convenience, either. This versatile dictating equipment makes selling so much easier, too . . . saves paper work, time, energy.

Long weary day selling? Salesmen needn't *write* reports. They merely talk 'em . . . dictate to TYCOON in car or hotel room, slip that little green SoundScriber disc down the mail chute for home office transcription.

Information confidential? TYCOON will tell the Boss as though a salesman sat across his desk . . . or vice versa. Perfect for telephone recording too.

More efficiency, sales, profits are no farther away than the coupon below. Mail it for details on TYCOON.



TYCOON won Fashion Academy Gold Medal for "Excellence of Design" and "Electrical Manufacturing" Award for "Outstanding Engineering."

*Trade Mark

SOUND SCRIBER

Trade Mark

FIRST ALL ELECTRONIC DICTATING SYSTEM • FIRST DISC DICTATING EQUIPMENT

230 Sales and Service Centers Coast to Coast

SOUNDScriber Corp.,
New Haven 4, Conn.

Please send me "Tycoon" Brochure

NAME

ADDRESS

SEE SOUNDScriber IN ACTION AT SALES EQUIPMENT FAIR, N.E. CONVENTION, NEW YORK, MAY 31-JUNE 2

MAY 20, 1951

SM-5

to department stores. Prior to establishing this new setup we had operated out of leased space in Montreal."

Canada now has a population of more than 14,000,000. Its growth has been almost 25% since 1939. It now ranks only below the United States and Great Britain as a major Ekco market. Its Canadian warehouse and general offices are master-planned for an eventual manufacturing operation.

The Ekco Products Co. is a leading manufacturer of kitchen tools, bakers' tinware, household cutlery and other houseware items. Approximately

2,000 separate items are manufactured in the United States and about 1,000 in England.

Ekco was established in Chicago as a small shop for the manufacture of commercial baking pans in 1888. Its sales now run to approximately \$30,000,000 a year.

"The population of Canada is increasing at the rate of about 25% every 10 years," says Mr. Keating. "We expect in the near future its population and buying power will reach a point where it will be both practical and economical for Ekco to

manufacture there. In my opinion nothing can stop Canada from becoming a nation of 50,000,000 persons in the next half century.

"In addition to warehousing and doing a sales job on our own products, we have secured other lines of merchandise in both the United States and England. Thus we can continue to maintain and possibly increase our volume even though our own manufactured merchandise may not be as available in quantity during a period of shortage and emergency.

"Metals, of course, could become critical if the war situation becomes worse and it could be that we will not find enough merchandise in that field to sell. So, hedging against such a condition, we have taken on a line of china manufactured in Staffordshire, England. The line we selected is in the popular price bracket. Adding wares such as these protects our volume and gives us a chance to increase our business.

"Ekco Canada"

"Prices on the various items we sell in Canada, of our own manufacture, range from 19c to \$50. Ekco's Canadian enterprise, commonly spoken of as Ekco Canada, now has the exclusive franchise for distributing in Canada many products made by other manufacturers. Many of these firms have held the all-too-general export view of Canada as a market and have done little to capture this business.

"Since we took over, in nine months of organized selling in Canada, we have sold as much of these manufacturers' merchandise as was sold in the entire Dominion in the previous five years. That, we believe, shows what can be done with a change in thinking; in other words, refusing to think that an invisible line can be a barrier shutting us out of the field."

In going after Canadian business, Mr. Keating says, it is important to have an alert management group. Care has been taken to select men qualified and informed for Dominion merchandising.

Dudley Drucquer, general manager, is an Englishman who has spent many years in the Canadian merchandising field. He is described as a Britisher with American savvy and drive. This makes him fit well into the Canadian marketing picture. He joined the company in December, 1948. Under him is Steve Shiner, general sales manager, and two divisional sales managers, Peter Williamson and Bev Eiken. In addition, the Toronto operation has an administrative and warehousing staff under an operations manager.



"This is the size we grow for the Growing Greensboro Market!"

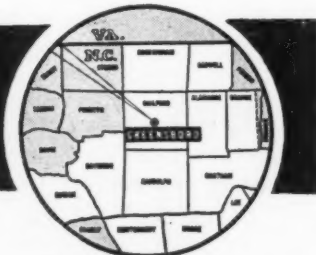
... and your sales will g-r-o-w when you plant your selling punch in the GREENSBORO NEWS and RECORD, in the South's Leading State ... One-sixth of the state's people who live in the Greensboro 12-County ABC Retail Trading Zone made one-fifth of the state's retail purchases last year, bought one-fifth of the food consumed in North Carolina, and produced one-fourth of our manufactured goods! ... Schedule the NEWS and RECORD for a bumper crop of growing sales in the Growing Greensboro Market!

The only medium with 70% coverage in the Greensboro 12-County ABC Market, and selling influence in over half of North Carolina!

Sales Management Figures

**Greensboro
News and Record**

GREENSBORO, NORTH CAROLINA
Represented Nationally by Jann & Kelley, Inc.





FORBES DELIVERS *whatever you want*

What does your merchandising program call for? Car cards or floor stands? Cartons or package inserts? Cookbooks or menus? Displays or printed cellulose wraps? You can get whatever you want from Forbes. No other source of printed merchandising offers you such assurance of matching the right printing process to your requirements. Only Forbes gives you the benefits of vast facilities in lithography, letterpress, rotogravure and die-stamping—all under one roof and one-management control. Long experience and continuing studies of printed merchandising effectiveness add the extra impact of the Facts from Forbes. That's why it pays to call in the Man from Forbes . . . first!



FORBES LITHOGRAPH CO.

NEW YORK • CLEVELAND • BOSTON • CHICAGO • ROCHESTER

Delivers Merchandising Impact

Ekco's reason for picking Toronto as a focal point in building up this field was this: Forty percent of Canada's population, and a larger percent of its buying power, is within 250 miles of that city. This means a prosperous segment of the total market, a population of more than 6,000,000 persons, to draw from. Out in the far reaches of Canada the Hudson's Bay Co. takes over the job, Ekco selling to it for redistribution and dealer merchandising.

Until recent years Ekco's products were volume items, mainly for kitchen use, and in the low-price bracket.

**Save Up To 50% With
Amazing New TUFIDE
Business Cases
Guaranteed
... To Last 5 Years
... To Outwear Leather 5 to 1**



Now! Cut your business case costs as much as 50% with TUFIDE, the most durable business case ever made. Amazing new TUFIDE looks like leather ... feels like leather ... yet outwears leather 5 to 1 by actual U. S. Testing Co. test! TUFIDE is Unconditionally Guaranteed For 5 Years! Scratch-proof, scuff-proof, weather-proof.

Famous Companies Prove Tufide Superiority!

Almost a million TUFIDE cases are in use today, many by America's leading business concerns:

| | |
|--------------------|----------------------------|
| Allis Chalmers Co. | General Motors, Oldsmobile |
| Telechron Co. | White Sewing Machine Co. |
| B. F. Goodrich Co. | Sprague-Warner Corp. |
| Acme Steel Corp. | Real-Silk |

A Case for Every Need!

There's a TUFIDE stock case to meet every business need—many are specially designed and made to order. See TUFIDE at your dealer today.

Priced From
\$500
up

WRITE FOR FREE FACTS ON TUFIDE!

**STEBCO PRODUCTS, Dept. A-21,
1401 W. Jackson Blvd., Chicago 7, Ill.**

Please send me FREE facts on TUFIDE Business Cases, without obligation.

Name _____

Company Name _____

Company Address _____

City _____ Zone _____ State _____

Utilitarian, the various tins and gadgets were merely piled on counters and in bins of five-and-tens, hardware stores and department stores. Up to the time the name of Ekco was adopted little effort was made to establish a brand name. That is changed now.

The principal trade names under which its products are now distributed are: Ekco, Ekconomic, Ekco-ware, Ekco-Flint, Ekcoline, Ekco Eterna, Ekco Maid, Ekco 1400, A. & J. Specialty Strainers, Eterna Cutlery, Geneva Forge, Sta-Brite, Ovenex, Ekco Forge, Ekco Edge, Ekco Brite, Ekco Wood, M. & M. and Tru-Spot.

To establish these names, especially those with the Ekco handle, the company is now deep in an advertising program. Large circulation national magazines, particularly those in the so-called home furnishings group, are used with color. Ekco also buys space consistently in business papers in its field. It has an extensive cooperative advertising program, jobbers and dealers participating. Outlets for household lines are leading chain, mail order, retail and department stores, and hardware jobbers.

Chief Canadian Gripe

Dudley Drucquer, who heads Ekco's Canadian operations, was interviewed by a field reporter for SM during one of his recent visits to the general offices of the company in Chicago. He was asked about the differences in selling in Canada and the United States. He was also asked to put his finger on any habits common among south-of-the-border manufacturers—habits that might hinder them in getting their fair share of Dominion business.

It didn't take long to get a reaction.

"Ninety-nine per cent of the United States manufacturers seeking to do business in Canada have agents or salesmen there who sit in offices and take orders," he remarked gravely. "Five or six months later the goods show up. Prompt delivery is the essence of successful selling. Take our case: We have factories in the United States and England. Suppose we got an order for a variety of our goods and had to ship from these plants. It would take us months to get an order assembled for delivery.

"That's why we carry a stock of around \$1,000,000. It means that we can pack and ship an order almost immediately from Toronto. Of course, we have a problem of inventory control, but that is part of the selling job. Lag in delivery is a big

barrier. Eliminate that barrier and Canadians will buy your goods.

"Most manufacturers in the United States seem to be satisfied if they can sell to a few Canadian chains such as Eaton's or Simpson's or Hudson's Bay Co. stores. Their imagination doesn't carry them much beyond that. I don't know of one single American company that in any way approaches Ekco in carrying quickly available stocks in Canada. That's their weak spot."

A Little Zing!

Ekco's sales organization, Mr. Drucquer continued, follows American ideas in merchandising. It is aggressive. It brings goods to its Canadian warehouse in bulk, and packages there. It keeps close to the trade.

Ekco Canada employs Canadian advertising consultants, and there is a reason for this: English advertising, Mr. Drucquer points out, follows a course of gross understatement all the way. Advertising as prepared in the United States employs superlatives. It makes claims the Canadian mind is bound to discount. It bubbles with punch.

Typical Canadian advertising carefully follows a path somewhere between the two. As Mr. Drucquer puts it: "We use a phraseology more suitable to the Canadian state of mind."

In other words, for Canadian consumption, it is wise to tone down the high power advertisements while leaving some zing in them.

Price and quality being equal, Mr. Drucquer says, the average Canadian will buy goods from the United States about as quickly as from England. Some prejudice may be held, at times, in favor of goods of British origin—but not much.

"If the American goods are slightly better, it will be bought. At the moment English goods often have some edge so far as price is concerned, because of lower manufacturing costs and sometimes to the tariff. Usually, however, the Canadian buyer thinks first of his personal desires and buys what he wants. In Canada merchandisers rely less on displays. The Canadian is impressed more by the article and less by the way it is displayed.

"One thing the American manufacturer who seeks his place in the Dominion market should learn thoroughly: The Canadian buyer, like the American buyer, wants what he wants when he wants it. He doesn't like long delays in delivery. Unless the manufacturer can insure prompt delivery he has two strikes on him at the start."

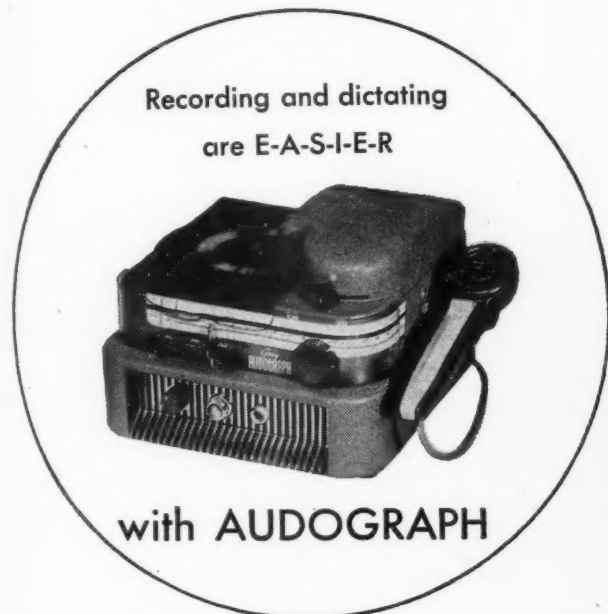
The { Added Business of AUDOGRAPH dictation Capacity

increases the ability of personnel . . . including you . . . to get things done!

At a time when there is *no time to lose*, AUDOGRAPH saves time, ups office output to 30% and *more* without increasing your personnel.

In addition to streamlining your handling of correspondence, memoranda, business communications of all kinds . . . AUDOGRAPH will record important telephone calls . . . will record vital conferences, contract details, specifications, prices, commitments . . . *conveniently and without additional effort or personnel!*

With business and government committed to a new tempo . . . with *pressure to produce* of paramount concern . . . take this important step, *now* — mail the coupon and meet your local manpower crisis before it has an opportunity to catch you off guard!



The Gray AUDOGRAPH: the ideal combination recording and dictating machine that records on thin, lightweight, long-lasting plastic discs, each *holding up to one hour's dictation* or other types of recording. These discs can be resurfaced for reuse up to 50 times and more. You don't have to throw them away after one recording.

AUDOGRAPH is made by The Gray Manufacturing Company, Hartford, Conn. (established 1891—originators of the Telephone Pay Station).



Gray AUDOGRAPH ELECTRONIC SOUNDWRITER

AUDOGRAPH sales and service in 180 principal cities of the U.S. See your Classified Telephone Directory—under "Dictating Machines." Canada: Northern Electric Company, Ltd., sole authorized agents for the Dominion. Overseas: Westrex Corporation (export affiliate of Western Electric Company) in 35 foreign countries.

● THE GRAY MANUFACTURING COMPANY, HARTFORD 1, CONNECTICUT

● Send me Booklet 51-T—"Now We Really Get Things Done!"

● Name.....

● Title.....Firm.....

● Street.....City.....



TRADE MARK "AUDOGRAPH" REG. U. S. PAT. OFF.



1. Goodwill building, "Adpreps" learn, sometimes is only a pat on the back.

2. How to run a projector so that a meeting runs smoothly has its place, too.



3. Rollie Grandmaison, like each "Adprep," demonstrates from the speaker's platform that he has absorbed the finer points of Standard's four-week training course.

How to Train Men to Sell Good Will

Standard Oil's "Adpreps" see and hear the people who make the products they're to promote and then they practice the finer points of merchandising the advertising, speech making, and other phases of public relations.

Thirty-two employees of the Standard Oil Company, of Indiana, were put through an advertising and public relations training clinic in Chicago which occupied their full time for four weeks during the late winter and early spring of this year. The program ran a full 40 hours each week, plus "home work." More than 150 people, each man a specialist, made presentations to the group. This, the most elaborate and best organized "school" in the history of the com-

pany, possibly of any company, was guided by H. L. Porter, manager of sales promotion and sales training. The program, roughly, was as follows:

Company information and indoctrination; tours, departmental and subsidiary presentations, etc., one week; self improvement covering skills of value in both advertising and public relations; written expression, oral expression, supervisory training, photography, one week; fundamentals

of public relations, one week; fundamentals of advertising, one week.

The clinic was attended by: 29 advertising and public relations representatives from 27 company branch offices throughout the Midwest. (25 of these divide their time between advertising and public relations; two spend their full time on advertising; two on public relations.) The others were in the employ of subsidiaries.

For identification purposes, the management has labeled these men "adpreps." An adprep is a member of the sales department. His specialty is to build good will and therefore sales. He is also a busy man. He attends meetings, handles advertising, gives speeches, writes press releases, aids youth groups, takes an active part in local civic affairs, irons out complaints, and so on without limit.

Dr. Robert E. Wilson, chairman of Standard Oil's board, speaking to

Show Your Film Commercials in Billboard Size



Your film commercials have greater impact, greater clarity when you show them in giant size as Spot Movie Ads on the screens of movie theatres.

Moreover, by using your TV commercials as Spot Movie Ads (60 or 80 seconds) you cut production cost per viewer. You can reach an audience of 40 million movie-goers, in virtually all cities and towns with 1,000 or more population.

You can pick special markets, if you wish, even special neighborhoods in those markets. You can show your color films in full color. Or you can use black and white. Costs are low. The Movie Advertising Bureau handles all details.

Get more information now. Fill out and mail the coupon today.



MOVIE ADVERTISING BUREAU

P.O. Box 1223, G.P.O. New York 1, N. Y.

Please send me more information about Spot Movie Ads in Theatres.

NAME _____

YOUR COMPANY _____

ADDRESS _____



The Movie Advertising Bureau

MEMBER COMPANIES: UNITED FILM SERVICE, INC. • MOTION PICTURE ADVERTISING SERVICE CO., INC.

NATIONAL OFFICES

NEW YORK: 70 EAST 45th ST. • CHICAGO: 333 NORTH MICHIGAN AVE. • NEW ORLEANS: 1032 CARONDELET ST.
KANSAS CITY: 2449 CHARLOTTE ST. • CLEVELAND: 526 SUPERIOR N. E. • SAN FRANCISCO: 821 MARKET ST.

MAY 20, 1951

the group said, "You are pioneers breaking through frontiers of ignorance and prejudice that could harm the company."

Conger Reynolds, head of the company's public relations department, summed up the basic principles of Standard of Indiana's long-range public relations program as follows:

1. Public good will grows out of understanding, respect and recognition of the advantages to be gained.

2. The elements of a good program, to cause or hold friendly attitudes are: (a) Behavior that the

public approves, and (b) good communication with the public concerned.

3. Communications with the public must be two-way. We must understand them and they must understand us.

4. To bring about understanding, we must use terms and symbols that will convey exact meanings.

5. Responsibility to public relations activities is heavy at the top of management and spreads throughout it.

6. Every representative of the company has power to influence the public relations situation for better or worse to some degree.

7. Specialists in public relations multiply their effectiveness by working through many other company representatives.

People will not become friends of the company, he emphasized, unless they understand the company and its operations.

Executives of many companies and organizations, university professors, department heads and other specialists were brought to the clinic, each to do his special stint toward the overall learning. Typical of them were:

Dr. A. C. Van Dusen, professor of psychology, Northwestern University. He spoke on "Why We Act as We Do." Dr. Burleigh Gardner, of Social Research, Inc. His subject, "Human Behavior from the Psychologist's Point of View." L. F. Van Houten, of the Eastman Kodak Co. A demonstration, "The Photography Workshop." Dr. Claude Robinson, president, Opinion Research Corp., "Trends in Public Attitudes." Floyd G. Arpan, Northwestern University Medill School of Journalism, "Workshop on Preparing Press Releases." H. B. Miller, executive director of information, American Petroleum Institute, "The Oil Industry Information Program."

Numerous executives of the Standard Oil Co., of Indiana, and its subsidiaries, and especially its public relations department executives, took part. These represented not only the home offices but headquarters in various divisional offices. Panel discussions were held with key company men sitting in as moderators. Everything that could in any way affect public relations, and therefore sales, was raked over right down to the bottom of the grease pits.

Interest and practical value was increased by the many speakers using visual aids, charts, film slides, movies and other gadgets. Covered were: press, radio, television, speaker's bureaus, surveys, the 4-H and F.F.A. programs. Speakers concen-

trated on product advertising campaigns, advertising media, industrial, fleet and farm paper advertising. Field executives were brought in from the Southwest to tell the story of finding, producing, purchasing and transporting of crude oil. Special emphasis was placed on the fact that: "These men who talk to you here are men who *do*. They know what they are talking about."

Throughout the clinic this idea was pounded into the minds of the ad-preps: "You are a builder of good will; good will for your company. We all know how good will builds sales."

Power in Small Words

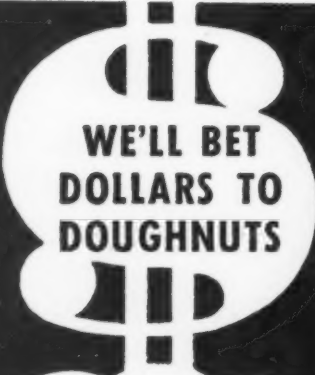
Robert Gunning, head of Robert Gunning Associates, Columbus, O., and Don Campbell, copy chief, conducted a 10-hour course on written expression. Using slides, Mr. Gunning analyzed the written material of the nation's top writers. Most newspaper and advertising men who rate high in their field, he said, use a "lean mixture" of large words. Power is in small words, biting, punchy Anglo-Saxon words. "Remember that," he added, "and you will do your job better."

Wesley I. Nunn, advertising manager, Standard of Indiana, told the story of the company's ever-expanding advertising program. Its first formal advertising budget, voted in 1915, totaled only \$235,000. Last year it distributed 6,500,000 road maps which cost \$250,000 and this was only a small part of its multi-million dollar advertising program. Back as long ago as 1898, Standard tinkered with advertising. It bought space in *Prairie Farmer* to promote Mica axle grease.

Stuart Watson, assistant advertising manager, speaking on the company's current advertising, said:

"Too often newspaper ads are not effectively merchandised. To support our newspaper program we must (1) make everyone (SO of Ind employees, dealers and dealer salesmen) aware of the current campaign, and (2) get everyone to work the campaign. The first target is the salesman. The salesman must multiply his efforts. We must convince the dealer that he has an advertising responsibility; that the ads work their hardest only when the dealer can localize them by his efforts."

(Final proof of the value of the clinic will be proof in performance on the job. Management plans a follow-up to determine its worth.)



**WE'LL BET
DOLLARS TO
DOUGHNUTS**

... that the rich Quad-City market (Davenport, Iowa, Rock Island, Moline and East Moline, Illinois) will be a big profit-getter for you. It has for hundreds of others! After all, 1951 Sales Management Survey of Buying Power figures show total effective buying income of \$402,783,000 in the Quad-Cities!

PUNCTUATE YOUR SALES
In This
RICH QUAD-CITY MARKET
By Using The
DAVENPORT NEWSPAPERS

The Only Newspapers with Home-Delivered Circulation on both the Iowa and Illinois sides of the important Quad-City market.

*The Davenport
Newspapers*

**THE DAILY TIMES
THE DEMOCRAT & LEADER**
represented nationally by
Jann & Kelley, Inc.

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MARKETING

Planned by Philip Salisbury, Editor

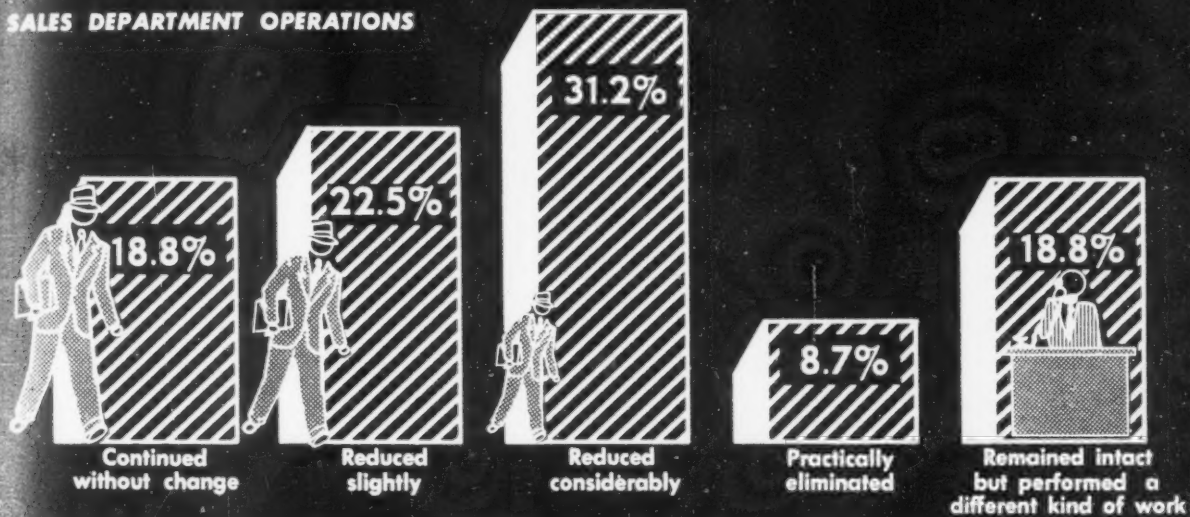
PICTOGRAPHS

and designed by The Chartograph Co.

WHAT HAPPENED TO SALESMEN IN WORLD WAR II?

For possible future use . . . and not because present conditions spell a need for anything but tough selling . . . this is what happened during World War II to the sales operations of 138 member companies of the National Industrial Conference Board.

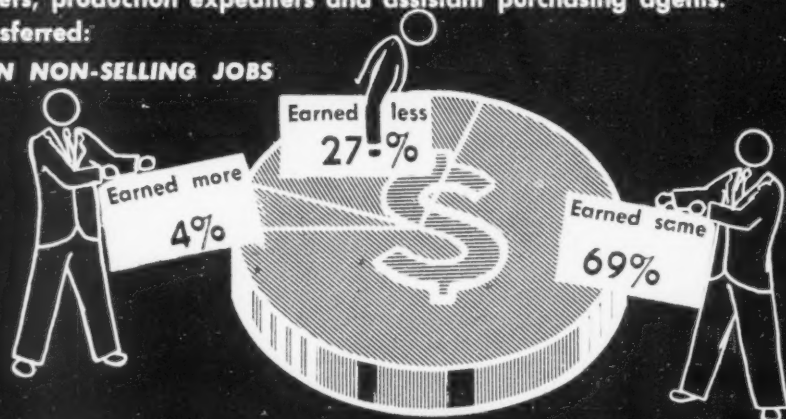
SALES DEPARTMENT OPERATIONS



What happened most frequently was that companies did not replace men who went into war services. Where men were transferred to other jobs they became (top 3 in mentions) procurement expeditors, production expeditors and assistant purchasing agents.

Of those transferred:

EARNINGS ON NON-SELLING JOBS



Looking back on World War II experiences, most companies will repeat their policies if conditions make selling unnecessary, but several said, "We will devote more attention to maintaining customer relations in preparation for a resumption of selling after the emergency ends."

PICTOGRAPH BY
Sales MANAGEMENT
5-20-51

Source: Elmer W. Earl, Jr.
in N. I. C. B. March, 1951 *Management Record*



Bingo! *(are you getting in on the pay-off?)*

Marketing a product is an intricate process. Every step from product design, through manufacturing, packaging, distribution and advertising is planned carefully until, *bingo*, the cash register rings. Then, who wins at the point-of-sale—you or your competitor?

Yes, the point-of-sale is the final pay-off and that's why advertising at the point-of-sale is the vital link in your marketing program.

Do you want *better* advertising at the point-of-sale? That's our business—our *main* business—and we can give you point-of-sale ideas that *pay off*.

We can handle the job complete—for a year around program, a campaign or a single display—ideas, art, production, distribution. What can we do for you? Chicago Show Printing Co., 2660 N. Kildare, Chicago; 400 Madison, New York; Offices in all principal cities.



- Cardboard Displays
- Animated Displays
- Econo Truck Signs
- Cloth and Kanvel Banners and Pennants
- Mystik Self-Stik Displays
- Mystik Can and Bottle Holders
- Stanzall Outdoor Signs
- Mystik Self-Stik Labels
- Booklets and Folders

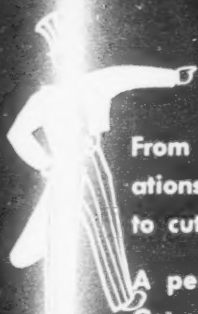
Advertising at the POINT-OF-SALE

?)

LE

ENT

LOOK WHO'S TALKING!



From time to time Federal officials or lawmakers charge that certain of our corporations are becoming too big or powerful, and steps are taken which are designed to cut them down or split them up.

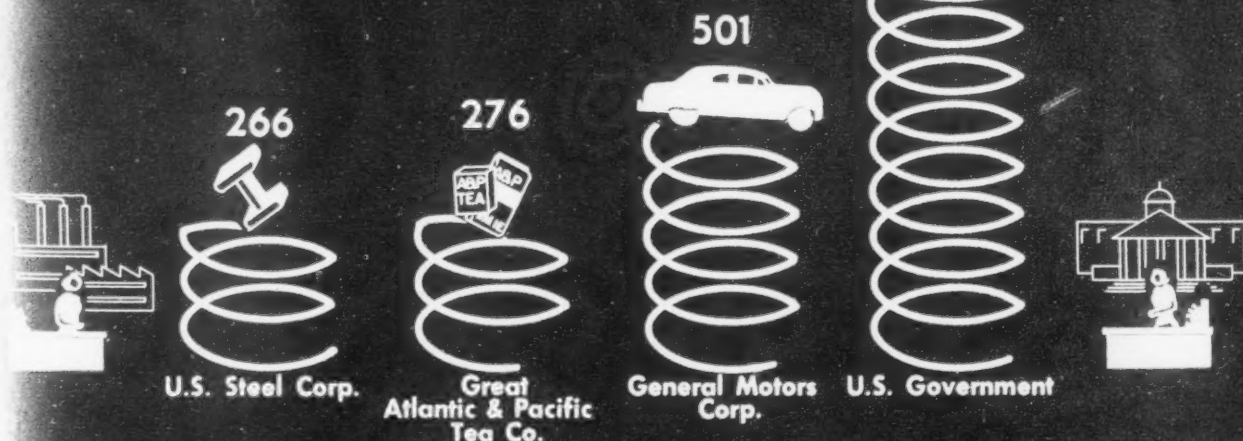
A pertinent question might be: Have they grown more rapidly than the Federal Government?

Employed personnel 1950 vs. 1929 is one yardstick; another is change in volume of net sales, with the Government's tax receipts taken as equivalent to sales.

PERSONNEL



NET SALES



Granted that Federal expenditures today include paying off the costs of two wars and preparing for a possible third war, the fact remains that Federal employment figures . . . in number employed and in cost . . . reflect an hours-worked-per-year policy which averages 250 hours less than the 1900 hours considered to be a liberal standard in private industry, and a light workload. The Hoover Commission found that the average workload of the Veterans' Administration employees handling insurance is about one-fourth of the workload in private insurance companies.

PHOTOGRAPH BY

Sale MANAGEMENT

5-20-51

Sources: Financial reports of corporations, and U.S. Treasury Department

How to sell a two-headed man

Practically every man has two heads. One full of family, the world and the Dodgers.
The other deep in details of design or production . . . of what to buy and how to sell it.

He reads with two minds, too . . . one for fiction and philosophy, news and nonsense . . .
another for the pressing problems of his business. If you have a business product
or service to sell him, by all odds the place to do it is in the business press.
That's where he really puts his mind on your message . . . his business mind.

The rules for *selling* in the business press are direct and simple.

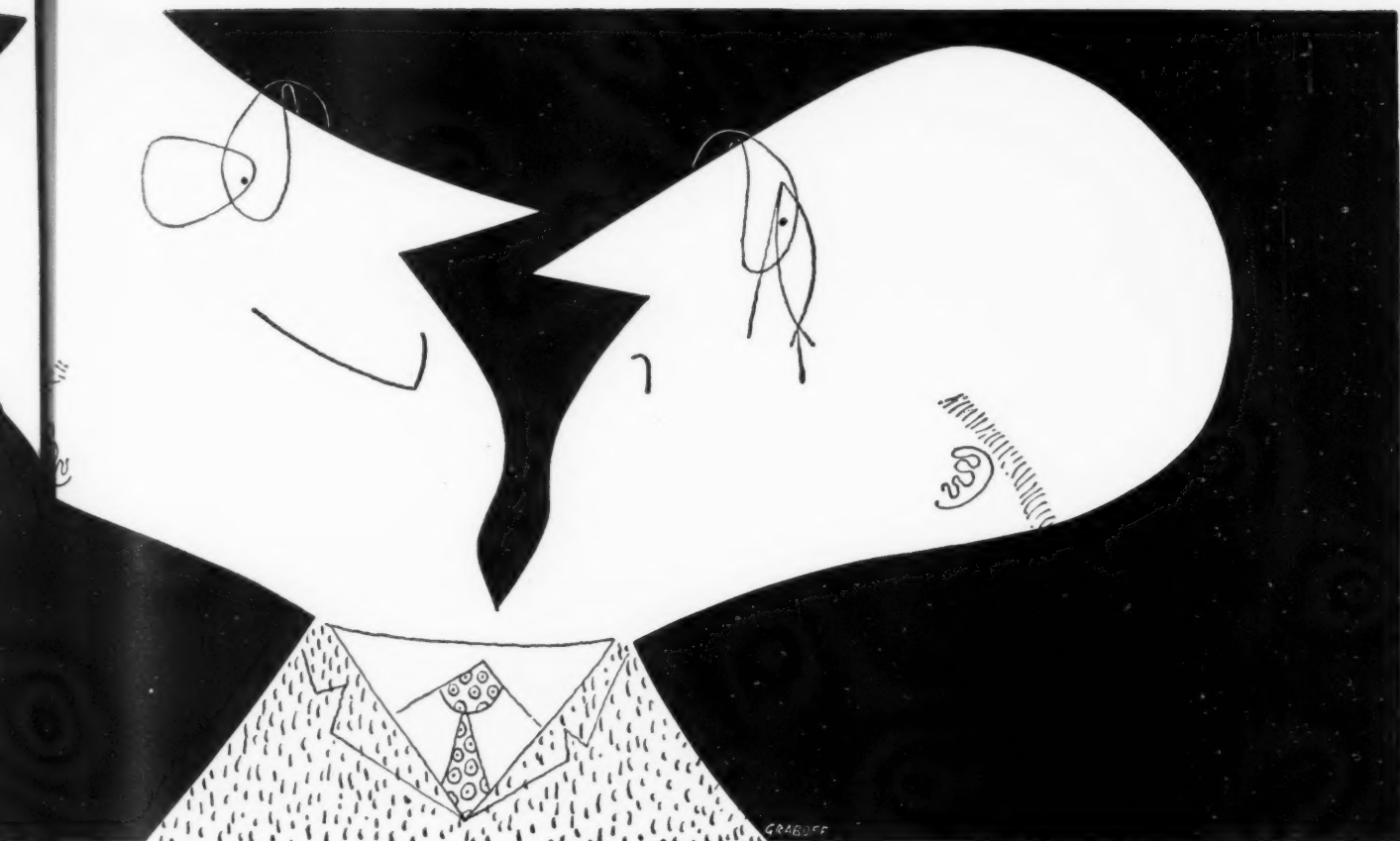
Talk business to business men at their own level of interest—in their business language—and they'll listen. Give them data about your product, news of new materials. They'll read . . . right down through the small type. Tell how you can save them dollars and man hours . . . and prove it. Show new and better ways to use your product . . . and give case histories. Present your line . . . with a selling blueprint to help your dealers push it harder, turn it faster.

If your production's *sold out* now, you have tougher jobs to do . . . and probably the budget to do them. They're jobs you can do best in the business press: To hold customer loyalty in the face of shortages, and maintain dealer franchises. To

pre-sell your brand for the day when you'll have a bigger output than ever to sell to industry . . . or across dealers' counters. And to bolster your business relations, at every level.

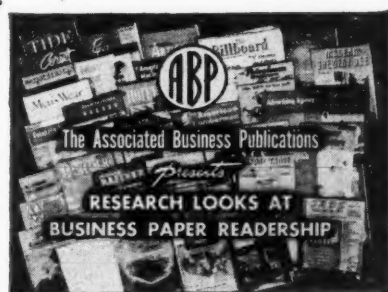
Sound business relations are the nub of your own competitive fight for business . . . and of the broader battle to protect our economic system. Far more important than any missionary coaching of the public-at-large is straight business talk—in the business press.

In plain fact, your advertising is part of the help a man pays for . . . and gets . . . in the ABC-audited papers of The Associated Business Publications. Business paper advertising costs less—and pays better—because it reaches *more* of the men who count in your business. And it reaches their *business minds*.

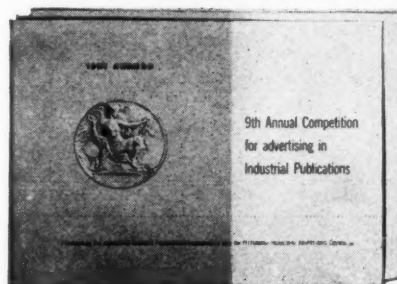


"Research looks at Business Paper Readership"

A NEW SLIDE FILM . . . that sums up the major findings of the four surveys by the Advertising Research Foundation. The studies show who reads business papers . . . and why, what and how. They explode some old ideas, offer new knowledge of the physical facts of position, color, ad size and copy themes. Your ad club or group will want to see this revealing new film. It will spark fresh thinking on planning and writing more productive business paper advertising—today. Get in touch with ABP headquarters for a booking date.



ADVERTISING AWARDS . . . two booklets illustrating the winners of the 1951 ABP Contests . . . showing the winning advertisements in industrial, professional, institutional and merchandising papers. New inspiration to better business advertising performance. For these and other free helps, write to ABP.



THE ASSOCIATED BUSINESS PUBLICATIONS

Founded in 1916

205 East 42nd Street, New York 17, N. Y. • MUrray Hill 6-4980



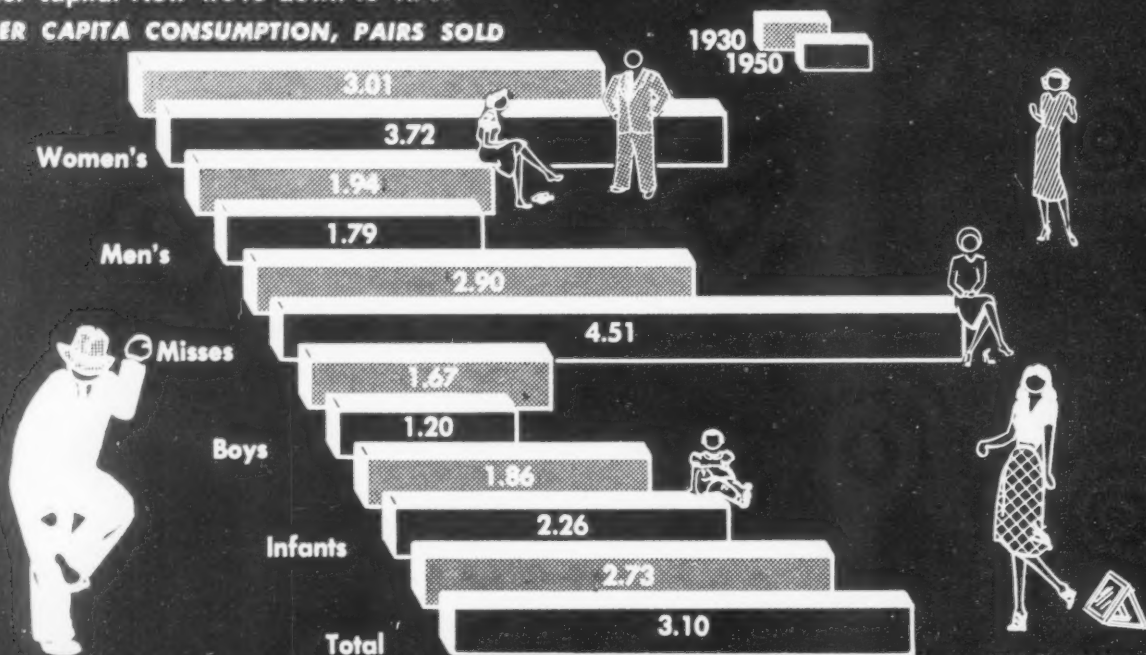
The group of ABC-audited business publications — working cooperatively to improve further the service of business papers to their readers . . . and to help advertisers use the business press more effectively.

OH, THOSE ACHING MALE FEET!

As we grow more prosperous we buy more shoes. Correction: Women buy more shoes... for themselves, infants and misses.

Apparently there isn't enough family cash to permit papa and the boys to enjoy even their standards of thirty years back. Back in 1923 men had their best year... an average of 2.47 pairs per capita. Now we're down to 1.79.

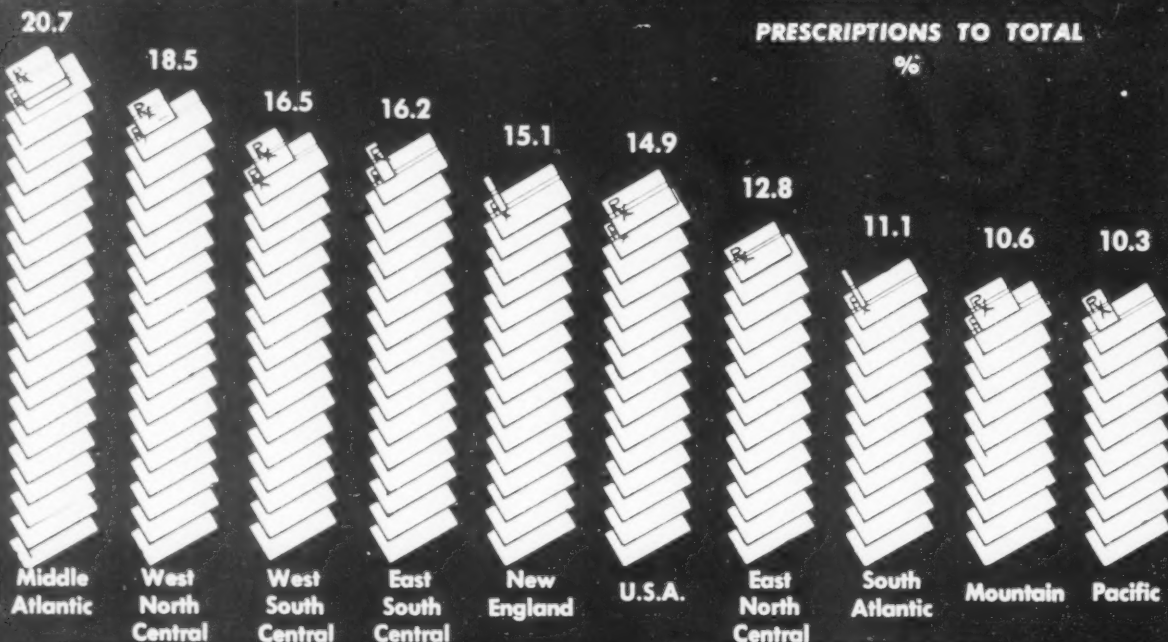
PER CAPITA CONSUMPTION, PAIRS SOLD



Source: "The Shoe Industry",
Boot and Shoe Recorder

EASTERNERS ARE THE "PRESCRIBINGEST" DOCTORS

Roughly 15% of total drug store sales come from the filling of prescriptions. The percentage goes up to 20.7 in Middle Atlantic states, down to 10.3 on the Pacific Coast. Contrary to general belief, the Southern states are about the national average. Nation-wide, about 2½ prescriptions are filled annually for every man, woman and child.



PICTOGRAPH BY
Sales MANAGEMENT
5-20-51

Sources: Modern Medicine Publications
and SALES MANAGEMENT Survey of Buying Power

more
circulation
where most people
shop

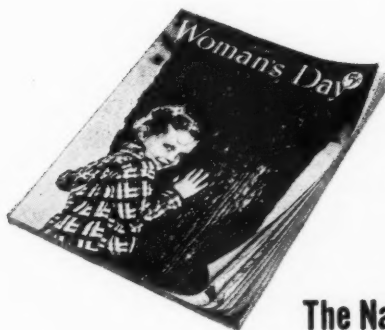
in
New York
for example

... more than
700 A&P stores
... more than
700 shopping
centers ... more
than 530,000* families
covered by *Woman's Day*
in the metropolitan area alone!

Because *Woman's Day* is
sold only at these A&P stores,
its circulation is concentrated in
and around shopping centers ... right
where most of your sales are made. Adver-
tising in *Woman's Day* gives you minimum
waste ... and maximum coverage where it counts.

Compare *Woman's Day's* 14.10% family
coverage in New York with that of
any other magazine ... and you'll see why
it's dollar-wise to advertise in Woman's Day!

*Total national figure: 3,750,000 ...
world's largest single-copy circulation.



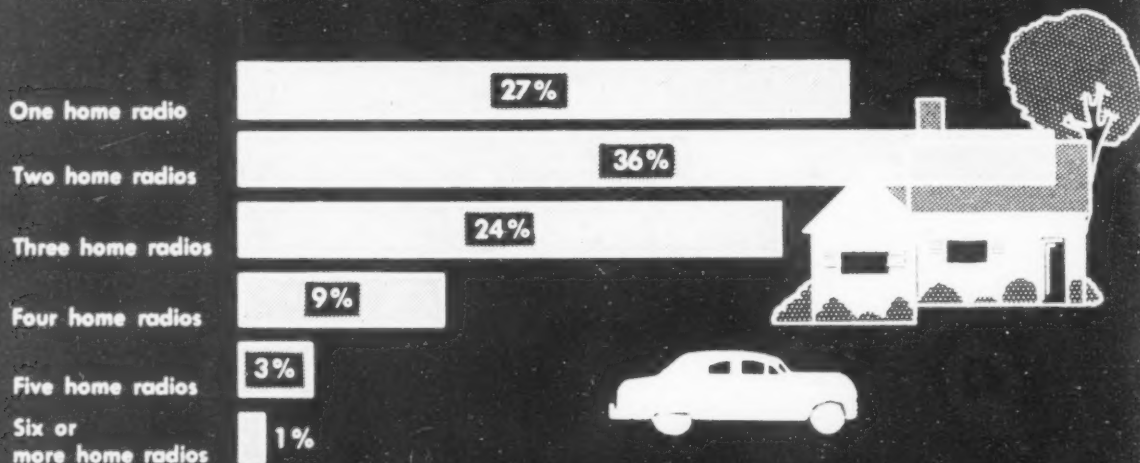
Woman's Day

Sold by A&P stores in big cities and small.

The National Magazine ... with the NEIGHBORHOOD impact.

RURAL RESIDENTS ARE GOOD LISTENERS

A well-proportioned survey sponsored by a non-profit organization unearthed only 3 homes without a radio among a total of 3,679 in rural areas. About half of the families also had car radios.

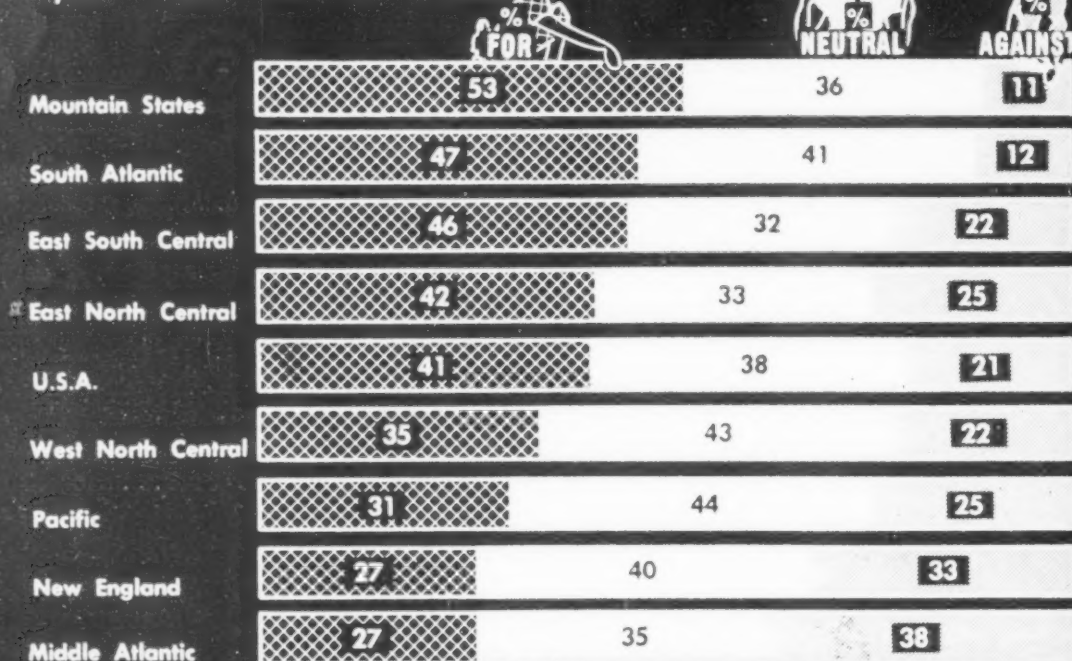


Average listening time is 3.36 hours for men, 5.48 hours for women. News programs lead in popularity, followed by popular music, comedy and serials. When asked to name top-favorite programs they gave Arthur Godfrey a towering lead.



THEY EVEN LIKE THE COMMERCIALS!

When asked, "In general, how do you feel about radio commercials?" the replies indicate that rural residents favor them... and this is particularly true of the women.



The answers suggested that listeners in rural areas may be easier to talk to, more willing to hear the advertiser's story, than city dwellers. And most of them don't have TV!

PICTOGRAPH BY
Sales MANAGEMENT

5-20-51

Source: "Rural Radio Listening,"
Rural Research Institute, Inc.

Charles E. Wilson Tops NSE Program

Defense mobilizer to be
honored at NSE con-
vention, May 31

National Sales Executives, Inc., will present to Charles E. Wilson, Director of the Office of Defense Mobilization, its 1951 "Business Statesman of the Year Award." The presentation by NSE, representing more than 15,000 sales executives, will be made at a special luncheon on May 31 in connection with the group's 16th annual convention at the Waldorf-Astoria Hotel, New York City.

Other Government leaders to address the NSE convention are: Warren B. Austin, United States Representative to the General Assembly of the United Nations, and W. Stuart Symington, Administrator, Reconstruction Finance Corp. and formerly chairman of the National Security Resources Board. Mr. Austin will address the closing banquet, June 2, on "Selling Freedom to the World."

The NSE convention theme: "Mobilizing the Power of Sales Management in a Defense Economy."

"Supersalesman" Award

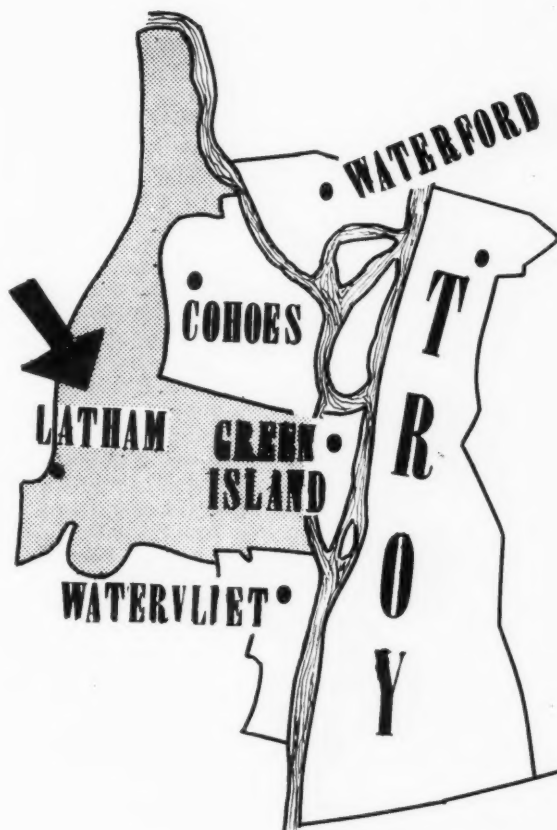
For the first time, NSE will designate the "Supersalesman of the Year." He (or she) is to be picked by a nation-wide poll. The designation will be made at the NSE's first national sales rally. This is to be staged in Carnegie Hall, June 1.

A broad range of topics will be discussed at the five sessions of the convention. "The Sales Executive's Role in Labor Relations," for example, will be the subject of the talk by Fred Smith, vice-president, The William Powell Co., on June 1.

A popular feature of recent NSE conventions will be continued. It's the debate between two students (from City College of New York) on the merits and demerits of "Selling as a Career." This is scheduled for June 2.

The display of sales tools will be expanded this year. The Sales Equipment Fair will draw 55 exhibitors, occupying 72 booths, where they will demonstrate their ideas on sales training incentive programs, films, sales recording and analysis equipment, and other sales tools.

Here's the NEW ENLARGED TROY, N. Y. CITY ZONE



The Audit Bureau of Circulations has added to the Troy City Zone an area in the Town of Colonie (shown in shaded section on map) that extends west of Troy as far as Latham. Now the Troy City Zone has an A. B. C. defined population of 120,000.

*Be sure to include this enlarged market in your
upstate sales campaign.*

The
RECORD NEWSPAPERS

Troy, New York

DIVISION _____

Name _____ Region or District _____

Length of Service _____ Territory _____

| Personal Qualities | | Above Average | Average | Below Average |
|---|--|---------------|---------|---------------|
| 1. Industry | | | | |
| 2. Initiative and Resourcefulness | | | | |
| 3. Handling of Personal Affairs | | | | |
| 4. Cooperation with Superior and Associates | | | | |
| 5. Dependability | | | | |
| 6. Personality | | | | |
| 7. General Health | | | | |
| 8. Intelligence | | | | |
| 9. Ambition | | | | |
| 10. Leadership | | | | |

(Rated against other salesmen: 1st third, 2nd third, last third)

| Business Ability | | 1st | 2nd | 3rd |
|-----------------------------------|--|-----|-----|-----|
| 1. Selling Ability | | | | |
| 2. Planning of Work | | | | |
| 3. Business Judgment | | | | |
| 4. Administration | | | | |
| 5. Executive Ability | | | | |
| 6. Standing with Retailers | | | | |
| 7. Standing with Distributors | | | | |
| 8. Knowledge of Line and Policies | | | | |
| 9. Potentialities for Advancement | | | | |
| 10. Progress (Since Last Report) | | | | |

Number of days worked with salesman since last report _____

Recommended for promotion? Yes ☐ No ☐ If NO, give reasons _____

PABCO's regional managers score their men. They find ...

Ratings Guide Salesmen In Self-Improvement

Twice-a-year scorings on personal qualities and sales performance are serving this West Coast company in two important areas. They help to develop well-rounded salesmen, and they are effective in spotting potential executives.

When Pabco Products Inc., San Francisco, opened a new floor covering plant in the East it needed an assistant to the sales manager at the new factory.

The job was one in which previous outside experience in selling Pabco merchandise would be invaluable. It is a Pabco policy, when possible, to fill new posts or vacancies from within the organization. The assistant sales managership was filled by bringing in a salesman from one of the original sales offices.

He was experienced in the field

and was familiar with the company, its products, and its policies. Equally important, he had been observed over a period of time by a number of executives and was considered to be potential executive material. These observations were made through judicious use of a salesman's rating report.

"Here at Pabco," explains Ira Lazarus, assistant to the manager of the Floor Covering Division, "we have used the salesman's rating report for two and one-half years principally to spot men whose consistent

performance entitles them to eventual promotion.

"Ours is an expanding company. As opportunities develop we like to have some practical basis for selecting candidates. These rating reports, as we use them, while not taken as gospel, have proved valuable in helping to justly evaluate men, particularly as to actual performance in a territory."

How to Judge

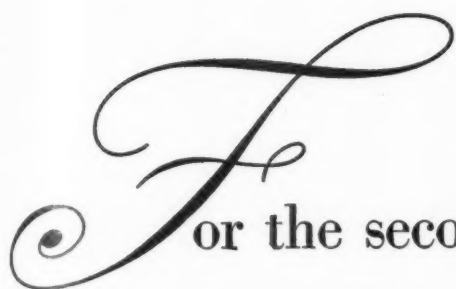
The longer a salesman works for Pabco the more valuable the rating report becomes, since the degree of progress, or lack of it, and particularly personal qualities, are more clearly shown over a period of time. The memories of men under whom the salesman has worked may be short or undependable. Recent unusual performance, for better or worse, may account for impulsive praise or prejudice. But the long-term written record on file is less likely to be unjust, particularly since, at Pabco, it is supplemented by other forms of evaluation.

There is nothing secret about these reports. The men know they are being kept. They can discuss them with their managers and can study the file with a view to self-improvement. They are positive, not negative. They aim to emphasize the best in the best men and challenge them to show it.

The face of the form is set up to include spaces for rating on 10 factors under the head "Personal Qualities" and 10 under the head "Business Ability." The opposite side of the form has space for conclusions in the form of general statement and observations by the district or regional manager.

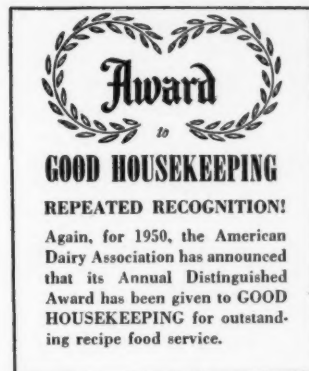
It will be noted that on personal qualities the man is rated Above Average, Average, and Below Average. On Business Ability he is rated in comparison with other salesmen in his own group as belonging among the first third, second third, or last third.

A form for each salesman is made out semi-annually by his regional manager, on June 15 and on December 15, for the six-month period preceding. Regional managers send all their rating reports to the sales manager of the Floor Covering Division. There they are reviewed and a recapitulation is made of the ratings of all men from the five territorial divisions. The recaps are sent to all five regional managers. Thus, each manager gets to know the men of other regions and their ratings. Each regional manager can compare his own



or the second straight year...

Good Housekeeping earns distinguished award for recipe food service!



Regularly, as a consistent part of our editorial service, we provide

GOOD HOUSEKEEPING's 9,971,000 readers with articles on food.

(In 1950, more than 18 pages each month!)

But we don't intend to rest on our laurels. Instead, we shall go right on providing

the most complete and the most useful food editorial

content to serve homemakers throughout the country.

Many of the leading food merchandisers will agree that such editorial material greatly

stimulates reader interest in the advertising of food products—your products. (If you're

interested in having the names of food merchandisers who've expressed that opinion, write us.)



32-PAGE PIE COOK BOOK IN FEBRUARY ISSUE

—typical of the award-winning editorial job GOOD HOUSEKEEPING does! We believe this may well be the most comprehensive treatment ever given that All-American family favorite: PIE. This issue was a 100% sell-out, and thousands of requests for extra copies have been received.

GOOD HOUSEKEEPING

9,971,000
READERSHIP

35¢ per
copy

THE HOMEMAKERS' BUREAU OF STANDARDS, 37th Street at 8th Avenue, New York 19, N. Y.

men with all of the others. He can use the recaps as a guide, keep them on file, follow the progress of the men he may decide he would like if openings should develop in his territory, or be informed in advance of a man's character and performance if there should be a question of transferring him.

As a rule Pabco's policy is to engage a man from the territory in which he is permanently to work, although a part of his training may be in another territory or territories. Occasionally a salesman, for one reason or another, does not fit into a particular territory, or he has a valid desire to change. Transferring is not done lightly or on whim. But if a man is a good salesman—or potentially good—Pabco will go a long way to rightfully place him and keep him contented. Rating reports are useful in such a case because the regional manager in the territory to which transfer is proposed is familiar with the man's record. All he has to do is to refer to his recaps to refresh his memory.

A case history of each man is kept from the first day of his employment, on through his career with the company. It starts with comprehensive

background information which is entered on his application form. This covers vital statistics, physical characteristics, marital status, physical condition, family history, information on dependents, credit information, education, outside work while at school, school sports, active hobbies, group interests, etc., automobile experience, war service, character references, business experience, territory preference, etc. At the bottom of the form is space for a 22-line territory record.

Keep What Records?

A man's successive ratings are noted on the territory record. One copy is kept at the sales manager's headquarters in New York City, one at general headquarters of the company in San Francisco, and one in the man's current regional office. This record travels with a man wherever he may be transferred. Thus, the regional manager has a complete record of his performance and background, not merely his own experience with the man. This is fair to the salesman and, from the manager's point of view, makes for better informed supervision.

The salesman's rating reports are not considered confidential, the objective being to turn the spotlight on the men most eligible for advancement, to stimulate and encourage men to work, and to work on themselves with eventual advancement in view. This emphasis has proved to be morale-building. A man may resent being rated behind his back. "This way," Mr. Lazarus points out, "the right caliber men welcome discussion of their strong and weak points. The sales manager is expected to call the score as he sees it. It's all out in the open and the men may challenge a manager's evaluation, conclusions, comments or general rating — and have a chance, if adverse, to prove them wrong."

The company wants, and expects, regional managers to discuss individual ratings with the men rated. "A man has a right to know how he stands from one period to another," Mr. Lazarus maintains. In particular, if a salesman is rated low or not up to his previous average, it is only fair to talk it over with him and give him an opportunity to correct his deficiencies, lapses or weak points. Obviously, all this contributes to objectivity toward oneself and



It's the Man on the Van Who Counts

When you turn over a moving job to a United Van Lines agent, you know he will *Pre-Plan* your move to eliminate troublesome details. But after the planning, it's the *Follow-Thru* which counts. And that's exactly what United man on the van does!

It's a great relief for busy executives to know their moves are in good "hands" as well as in our clean, Sanitized vans. When in need, call the friendly, capable United agent listed in your Classified Directory or wire or write United Van Moving Headquarters, St. Louis 17, Mo.



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Book, Free!**

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Moving With Care Everywhere . . . Over 400 Agents in U. S. and Canada

United Van Lines, Inc.
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Without obligation, please send your 20-page Picture Book, "Moving with Care Everywhere" . . . with helpful moving ideas.

NAME _____

FIRM _____

ADDRESS _____

CITY _____ STATE _____

...how does your garden grow?

FINE



Gardens are a mark of Home...

93% of HOUSEHOLD families have 'em

No question, these are HOME FAMILIES. 76% own their homes. Far more than most, they raise their flowers and raise their vegetables... raise additions to their families and additions to their homes.

Household HOME EDITORIAL is with them in every activity from gardening to child care. Hitting *home* where the real homes are—communities under 25,000. In this market, Household has no equal.

HOUSEHOLD HITS HOME!

HOUSEHOLD *magazine*

Capper Publications, Inc., Topeka, Kansas



THE MODERN BLACKBOARD

Screen Scribe!

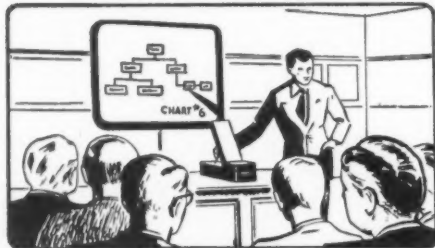
A unique, self-operated projector that throws the projected images over the speaker's shoulder permitting him to face his audience at all times... uses 3 1/4" x 4" film slides or coated acetate for dramatic visual presentations.



Portable
Lightweight
(only 7 lbs.)
Easy to use

For
Teachers
Lecturers
Demonstrators
Training
Instructors

For use in Schools, Churches, Offices, Clubs,
Homes, Hospitals, Training Centers



THE SPEAKER always FACES THE AUDIENCE

The price of Screen Scribe is \$61.00. For more complete details,
illustrated folder and name of nearest dealer, write to Dept. 42.

BARDWELL & McALISTER, Inc.
BURBANK, CALIFORNIA

Detroit Means Business

For factual information on the
Detroit Market
—write to the
Promotion and
Research Department...

The Detroit News
THE HOME NEWSPAPER

one's accomplishments—and that's a good approach for a salesman, especially good for one who, eventually, may develop into management material."

The salesman's rating report is useful to the regional manager. Pabco policy being what it is, very likely the regional manager himself has come up through the ranks and is familiar with the practice of open discussion of capabilities. He now finds that the rating report provides a framework for discussions with the men he is called upon to guide. It serves to focus his attention on certain definite requirements for the men in his crew. It aids him in balancing a man's personal qualities with his business ability and in assisting him to a well-rounded development.

Take the case of a salesman we will call "Fred B." His seasonal reports and recap showed him to be above average in personality (Point No. 6 under Personal Qualities) and consistently high in selling ability (No. 1 under Business Ability). Given this combination, any regional manager or sales manager might not be too critical of peaks and valleys in performance if the total returns averaged out well for the firm.

How to Spot Trouble

But a thoughtful manager, compelled to rate Fred B. more analytically every six months and to compare one period with another, begins to notice, if he has not been keen enough to do so already, that Fred's industry is spasmodic. His initiative and resourcefulness are good—when he feels like making the effort. His handling of his personal affairs at times is below average. His cooperation with superiors and associates is subject to mood, making his dependability only average or below average. His health, intelligence and ambition leave little to be desired.

Fred can outsell any of his fellows when he takes the trouble to plan his work, but he often does not take the trouble. This brings down his score for administration and executive ability. His business judgment is normally good but is influenced by enthusiasms of which he is not aware. Leaning heavily on personality himself, he can be sold on it in others. His customers like him but don't always know how to take him. Some of them start feeling uncomfortable because he's such a good guy and they hate to complain but, after all, business is business. The time will come when they'll be out when he comes, so as not to hurt his feelings. But they'll be in when a more dependable

competitor's representative calls. The sad part of it is, Fred thinks he is doing fine because he turns in big orders often enough to more than get by. The rating report however shows that his potentialities for advancement are poor and his progress line is all hills and valleys. He is a poor prospect for leadership.

Overlook Weaknesses?

The selling field is full of Freds who seem to be making good. Their weaknesses and inadequacies are overlooked for a long time because their earnings may be good, they get along with everybody—up to a point—and they are profitable to their employers.

To his own lasting gratitude and to the good of the company, Fred B. at Pabco isn't allowed to slide along for years. Fred's regional manager, with the rating report as guide, quickly sees what is wrong and what will become more and more wrong in his character and performance as time goes on. He also sees that with guidance, objective self-appraisal and self-discipline Fred can develop potential prospects for advancement and, if he develops the neglected phases of his character and work attitudes, that he may in time make a good sales manager.

After the first shock of realizing that he didn't stand at the head of the class and of being told why through these objective evaluations, Fred is doing wonders with himself. He no longer leans on personality. He does not expect to be applauded and rewarded for spurts of energy overcompensating for stretches of lassitude. He is coming through with even performance... and he is appreciative of being shown the danger points in himself and how to overcome them.

"We give a man every opportunity to improve his performance and his personal qualities if he shows a willingness to do both," says Mr. Lazarus. "The rating reports provide a basis."

The analysis of qualities and abilities, valuable as they are, are not so valuable as the conclusions. The general statement and observations which constitute the summing up on each man by the regional manager at the end of a period provide the greatest amount of "meat." Having been made to think clearly and factually about his men, the regional manager is able to more realistically discuss manpower problems when he meets with other regional managers. This is another phase of the Pabco rating system.

At regional meetings the salesmen are discussed. Recaps of rating reports

of all men from all territories have already acquainted the managers with one another's men and one another's problems. Now, face to face, they discuss their men freely with one another, at times bringing out more than could go into the reports. They exchange ideas on handling this or that man, working with this or that manpower problem, always having before them the actual framework of cases in the shape of reports or recaps, or notes they have taken on problem personalities or situations.

Sometimes a salesman has worked in more than one territory and two or more regional managers are familiar with him. Recaps of performance and progress have kept them up-to-date. If a promotion or a new opening is in view, these discussions take on added significance. A regional manager, or managers, would be asked if a given man is recommended for a new job and why.

Salesmen's rating reports are therefore valuable in proportion to the skill with which they are used. Well used, they help the man and train the manager in effective guidance of others.

At the start of employment they assist in weeding out the man who turns out to be poor or indifferent sales material.

When the man has won permanent status, they help his manager to help him toward improvement.

They serve to point out to the man and the manager what qualities contribute to advancement and encourage their cultivation if latent.

From the start of a man's career with the company, they turn the spotlight on him and show to what extent he should be considered and groomed for higher posts.

By using them openly and constructively, Pabco finds them to be morale-building.

Why Yale & Towne Repeats "Keys to Happiness"

Co-op promotion between Y & T, National Association of Home Builders, and other hardware makers, symbolizes quality construction by presentation of gold keys to new home owners. Everyone promotes happiness and good will.

For the third successive year Yale & Towne Mfg. Co. is again sponsoring its "Keys to Happiness" promotion in behalf of keys, locks and other builders' hardware items.

The idea, developed by Y. & T., was originally set up in cooperation with the National Association of Home Builders. Then other builders' hardware manufacturers were brought into participation.

Briefly, the promotion revolves around a ceremonious presentation of twin gold-plated keys to new home owners when the home is turned over, completed, by the builders.

Upon buying a set of Yale keys for a home under construction, an NAHB builder may return one of them in a special mailer to Yale & Towne, together with certain information. The company then cuts two marching keys, gold-plated and

decorated with blue enamel, and carrying the inscription, "Key to Happiness" on the blade, and the emblem of the NAHB on one side of the bow. These are then returned to the builder in the original mailer.

If the builder is promotion-minded, he is likely to make a ceremony of turning the keys over to the home-owner, sometimes with local photographers and press representatives on hand. In any event, everyone is happy: the home-owner, because he has a set of handsome, distinctive keys to the new home of which he is so proud; the builder, because, without added cost, he has been able to make a pleasing gesture toward his customer, and at the same time win some local recognition for himself and his association; the dealer (usually a building supply dealer), because the locks and original keys were bought



44% of MEMPHIS!

can be yours

with one station

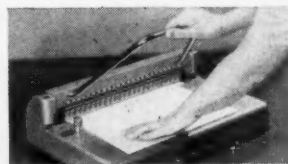
HOOPER RADIO AUDIENCE INDEX
City: Memphis, Tenn. Months: Feb.-March, 1951
Time Sets WDIA B C D E F G

M-F 8AM-6PM 20.1 26.2 23.1 19.8 16.8 12.0 5.0 1.2

ONE Memphis Station, WDIA, admittedly covers the 44% Negro population of Memphis' total 394,000 population. The other five Memphis stations cover the balance of Memphis' population. The inexpensive and adequate coverage of WDIA in Memphis and WDIA BMB counties (489,000 Negro population) is securing really sensational good results for many leading advertisers of QUALITY products such as Old Judge Coffee, Pet Milk, Treet Blades, Super Soda, Red Cross Macaroni and Sealtest Products. Write for case studies.

MEMPHIS **WDIA** TENN.

Harold Walker, Com. Manager
John E. Pearson Co., Rep.



PUNCHES sheets and covers of any size or weight, quickly, accurately



BINDS up to 250 books an hour with colorful GBC plastic bindings

BIND THIS MODERN WAY
right in your own OFFICE
or plant

Add prestige...color...attention-compelling appearance to reports, presentations, catalogs. GBC plastic binding equipment* quickly...easily...economically binds loose pages of all sizes into handsome custom-made booklets. Pages turn easily...lie flat. Complete office equipment costs less than a typewriter...saves 50% over old-fashioned fastener-type covers. Anyone can operate.

*PATENTS PENDING



SPECIAL TRIAL OFFER
Send today for information and 2 handy pocket memo books bound on this equipment. No obligation.

General Binding Corporation
808 W. Belmont Ave., Dept. SM-5
Chicago 14, Ill.

Proud of Your Product?



GIVE IT THE MARK OF QUALITY

A METAL NAME PLATE

BY



They look better... longer

There's real sales-making value in a sparkling metal name plate produced by our skilled craftsmen. We gladly cooperate with sales and advertising executives in creating name plates which provide standout identification and spotlight the product. For detailed information and quotations, without obligation, write

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1555 N. Sheffield Ave., Chicago 22, Ill., Dept. J
Subsidiary of
Dodge Mfg. Corporation, Mishawaka, Indiana

IT COSTS LESS TO RENT-Why Own?

"GENERAL" FLEET RENTAL PLAN



Plan A - Fleets of 100 or more. For fleets with low annual mileage per month per car **3950**

Plan B Low as

3 1/2¢
MILE

INCLUDING GAS & OIL

FLEETS OF 10 to 1000 BRAND NEW 1951 FORDS, PLYMOUTHS, CHEVROLETS READY FOR IMMEDIATE DELIVERY Maintenance and non-maintenance plans available on mileage or flat monthly rental basis to meet your specific requirements. All plans include license plates, replacement in case of fire, theft or serious damage, new cars every 12 months.

Highest Prices Paid for Your Present Fleet

Just Published! Write for copy, no obligation

"How To Reduce The Cost Of Automotive Transportation"

GENERAL AUTO RENTAL CO.
Coast-to-Coast

HAROLD B. ROBINSON

6600 N. BROAD ST., PHILA. 26, PA.

Livingston 8-5000

from him, and Yale & Towne, because its "Keys to Happiness" fit only Yale locks, which the builder must buy, and because it is building a useful list of builder-customers for subsequent cultivation.

The plan is promoted at all levels, through advertising in lumber, hardware and building publications, and through direct mail. Special posters, showing enlarged versions of "The Key to Happiness," were put up in the 150-odd regional offices of the National Association of Home Builders, to acquaint its 16,500 builder members with the program. The "Key" has been prominently featured in the Yale exhibits at the NAHB Shows. Last year 2,500 builders who attended the exposition received twin gold-plated "Keys to Happiness" cut for them on the spot, for their own front doors, provided those doors were equipped with Yale locks.

The two chief tools for winning the attention of the secretaries of the regional associations—around whom the program was largely centered—were a booklet, "The Story of 'The 2 Magic Keys,'" which explained the plan, and the special key mailers, in which the keys were returned, by the individual builders, to Yale & Towne, to be bitted to fit the doors of the particular homes for which they were designated.

Booklet Tells Purpose

The booklet is a four-page folder, in gold and blue—the colors of the Keys to Happiness; it is illustrated with cartoon-type drawings on the inside pages and enlarged views of the keys on the cover. The text explains that the purpose of the program is to establish NAHB members in the public mind, particularly among home buyers, as contractors who can be depended upon to construct homes of quality. One illustration shows the builder handing over the keys to the home-owner and his wife, the traditional "transfer of ownership." The booklet also shows a specially developed tag for the builder to attach to the handle of every Yale Front Door Lock. It bears the words, "YALE Locks—Sign of a Well-Built House," and carries the information that the contractor who built the house used Yale hardware. The placard has also been featured in Yale's business paper advertising.

The design of the special mailer, available to dealers through their local NAHB secretaries, is also worthy of mention. It is a kind of envelope, which opens out flat, in all four directions, and has reading matter on three inside flaps. One side has

space for filling in the serial number of the key, the date, the builder's name and address, name of his local association, and the name and address of the home-buyer.

The inside of another flap bears instructions to the builder, telling him how to fit into the plan—to obtain keys and lock from his dealer; detach a key and fit it into one of the key slots in the die-cut mailer; fill in the blanks on the mailer and send it to Yale & Towne. The text also explains that Yale & Towne will return the two gold-plated "Keys to Happiness," together with the original key, and recommends that these be presented to the home-owner at a special ceremony. A cartoon-type drawing shows the presentation ceremony. A six-cent stamp must be put on the mailer, which bears the address of Yale & Towne.

Mailer Cuts Costs

The front has on the reverse side all pertinent data (name of builder, serial number of key, home-owner's name and address); it is detached and kept by the company for its records. The same mailer bears another address section—on which the builder has put his own name and address—which becomes visible when the original address cover has been removed; so that the same mailer is used to take the completed keys back to the builder. This cuts down on clerical labor and printing costs.

The program was purposely designed to lend a hand to NAHB, not only because of the importance of this market for Yale builders' hardware, but also because builders as a group have borne the brunt of much of the public's resentment at housing shortages and the high cost of housing in recent years. In short, builders have needed a program to improve their status in the public's estimation. Another Yale & Towne objective was that of winning approval of the idea of the privately built, privately owned, home.

Dealers and Yale & Towne's own salesmen participated in the program. The company's own sales force was kept fully informed from the beginning. The men in the field were charged with the task of obtaining from local NAHB secretaries the names and addresses of local builder-members of the association.

Letters outlining the program were sent to wholesale distributors, to their sales forces, and to dealers. Dealers were supplied with special newspaper mats, radio spot announcements and other tie-in material, such as the "Key to Happiness" poster.

Dear Editor . . .

CONGRESSIONAL FAIRYLAND:

Editor, SALES MANAGEMENT:

The proposed 25% tax on advertising [see SALES MANAGEMENT, April 15, p. 100] is such an outlandish idea that it might be truly described as "starry-eyed." Advertising is a great economic force which has played a leading role in the development of the high standard of living in our country. To limit or control it, even in times of emergency, is a dangerous experiment which should be considered long and carefully before it is attempted. . . .

If the Government is trying to limit the unnecessary spending of excess-profits tax dollars for advertising, let it approach the problem from that standpoint and set up limits based on some normal period. But to tax excessively is to destroy. The 25% tax would surely have that effect.

J. P. SEIBERLING, President
Seiberling Rubber Co.
Akron, Ohio

Editor, SALES MANAGEMENT:

Just for the record, myself personally and my company desire to go on the line favoring your stand against the 25% tax on advertising. We will do all in our power to see that it does not come forward.

HAROLD SCHAFER, President
Gold Seal Co.
Bismarck, N. Dak.

Editor, SALES MANAGEMENT:

. . . "While we are not involved in consumer goods production as a company, it is the personal belief of many of us here that any discriminatory tax on advertising would have disadvantageous results, impairing the progress of American business and the continued improvement of our country's standard of living. . . ."

C. C. PEARSON, President
The Glenn L. Martin Co.
Baltimore, Md.

Editor, SALES MANAGEMENT:

" . . . Certainly we, as advertisers on a national scale, are fully in accord with you in your vigorous protest to the committee on their recommendation."

E. H. BERGMANN, President
Sealy, Inc.
Chicago, Ill.

Editor, SALES MANAGEMENT:

. . . If the companies are not influenced by this tax situation [to advertise more than customary], it seems to me it is a question of whether the lack of advertising does not call for more manpower in the form of salesmen for undoubtedly there is a balance somewhere between salesmen and advertising. When you subtract from one, it can be argued you must

increase the other. Certainly this is not a time when we want to call for more manpower.

F. T. BEDFORD
Chairman of the Board
Penick & Ford, Ltd., Inc.
New York, N. Y.

Editor, SALES MANAGEMENT:

. . . We here in the brewing industry know what it is to be taxed out of business by those who cannot successfully impose prohibition. Advertising has many enemies. This may be a new way to prohibit it.

T. ROSENAK
Director, Advertising and
Merchandising
Jos. Schlitz Brewing Co.
Milwaukee, Wis.

Editor, SALES MANAGEMENT:

. . . During the past war the British Government decided to abolish cosmetics as non-essential, but very shortly found that the answer to an epidemic of skin infections was the restoration of cosmetics. It is a matter of record that during the stringent allocation of building materials, some were allocated to build a cosmetic plant so that cosmetic canteens could be established for working women. They didn't mind being grease monkeys in the daytime but they wanted to be themselves at night. This is, perhaps, not a close simile but it does touch on the inspirational processes of people, which is one of the great forces of advertising.

HARRIS WHITAKER, Sales Director
St. Marys Woolen Manufacturing Co.
St. Marys, O.

Editor, SALES MANAGEMENT:

Thank you very much for your letter of April 13 enclosing the comments of your editor in regard to an excise tax on advertising. I know you will be interested in the attached copy of a letter from Senator O'Mahoney to Mr. West: "I can say to you that I know of no member of the committee who would offer such a proposal to either Committee in the Houses of Congress having jurisdiction over taxation."

JOHN W. LEHMAN, Clerk
Congress of the United States
Joint Committee on the
Economic Report

'T WAS NO BARGAIN

Editor, SALES MANAGEMENT:

Do manufacturers who offer premiums check on what happens when consumers send for those premiums? I doubt it. Several weeks ago I clipped from a Hudson paper napkin a coupon and sent it with 25c for "Bargain #3: 24 sheets of

note paper, 12 envelopes, printed with my name and address in "rich blue"—a "Regular" \$1 value!

The stationery arrived a few days ago, in poor condition, protected only by a thin manila envelope and a sheet of what might pass for cardboard if it were a bit thicker, but I call it paper. Naturally, the letterheads, from top to bottom of the pile, were all creased and unfit to use. (The envelopes stood the trip through the mails well.)

The printing is also of poor quality, very amateurish, with the letters in pale, instead of "rich" blue, very small type, and badly placed, just a bit more than a quarter-inch from the top of the relatively long and narrow sheet (measuring $8\frac{1}{2} \times 5\frac{3}{4}$ inches). Compared with the placement on the sheet on which I'm writing, with its larger, better-spaced type, a full half-inch from the top, though this sheet is $1\frac{1}{4}$ inch shorter and $\frac{1}{4}$ inch wider. Summing up, the Hudson premium stationery looks like a job run off on a handpress by my ten-year-old nephew.

I'll continue to use Hudson paper napkins, for which I have high regard. But nothing will induce me to invest 25c for their other "bargains"—the True Lovers' Perfumed Pencil, the set of 5 Utility Brushes or the set of six plastic bowl covers.

ETNA M. KELLEY
New York, N. Y.

\$10,000 PAY-OFF

Editor, SALES MANAGEMENT:

We like the idea of "My Side—Your Side" letter which SALES MANAGEMENT mentioned.

We used it and it worked. We had better than 90% response.

We are selling close to \$10,000.00 worth of seed corn on the strength of this letter.

EARL J. BUHN
Moews Seed Co.
Granville, Ill.

(Mr. Buhn refers to "Famous 50-50 Letter Woos Lost Customers" in the February 15, 1951 issue of SALES MANAGEMENT, page 91.)

Editor, Shop Talk:

The guy that writes you "that letter" and tells you the "Shop Talk" column of March 15 SM was a dud, is a DUD.

I've not only been reading, but watching the very things you're talking about and all I have to say is—great, but, make it LOUDER.

(The "Shop Talk" editor is beginning to feel like an evangelist.—The Editors.)

ANDREW J. FLANAGAN
National Advertising Manager
The Newark News
Newark, N. J.

Where to write . . .

Do you agree or disagree with the ideas and opinions expressed in the articles in this issue? Address your comments to Philip Salisbury, Editor, Sales Management, 386 Fourth Ave., New York 16, N. Y.



New ideas for counter displays . . . they're dividend No. 3 for Wolverine.

Four Fat Dividends Follow Packaging of Copper Tubing

Here's what happened when Wolverine Tube Division abandoned bulk shipment of tubes and began to pack the product in well-designed individual cartons:

1. Damage claims were almost eliminated
2. The company had a strong fresh theme for advertising
3. New merchandising and promotion angles developed
4. Sales showed a hefty increase

BY D. G. BAIRD

Wolverine Tube Division of Calumet & Hecla Consolidated Copper Co., Detroit, packages its products . . . packages them securely . . . distinctively . . . packages them individually for re-sale at wholesale levels. It features its packages in color advertisements in principal business publications, in direct mail to wholesalers and thus to installers, in counter displays, and by means of novelties. No one concerned is permitted to forget the distinctive Wolverine product in the distinctive Wolverine carton.

Wellwood H. Maxwell, Wolverine's director of sales, is, to state it conservatively, carton-minded. Sales figures tell why.

The number of pounds of Wolverine tubing sold to wholesalers in 1949 was up 24.8% as compared with 1948. Figures for 1950 sales to wholesalers alone weren't available at the time this was written. Anyway, conditions admittedly were different then. But it is known that total sales of Wolverine tubing in that year were up well over 100%.

Time was when this division of Calumet & Hecla Consolidated Copper Co. shipped its products, as did the industry, in wire-bound barrels and crates. They were heavy, awkward to handle, particularly well suited for storing under the counter or in a dark corner. If anyone wanted

copper tubing, he was expected to ask for it. Damage claims were numerous because individual tubes and coils weren't properly protected in shipping. Then plain carton-board containers replaced the wooden ones, but results remained much the same: frequent damage claims, no advertising value and no merchandising opportunities.

In 1948 Wolverine decided to revise its packaging program completely, to package its products individually in master cartons, to design a distinctive package which would have advertising value and merchandising possibilities. To this end, a packaging committee comprised of representatives of management, sales, advertising, traffic, industrial engineering, production planning, and purchasing was appointed. This committee studied numerous designs before it decided to adopt one of them. They wanted a package that would protect the products, have display value, be easy to identify, easy to stock and sell, easy to inventory, and easy to re-ship.

The new package is made of 200-lb.-test, kraft-lined, corrugated board, claimed to be the toughest of materials used for this purpose. The products—copper tubing in various sizes for refrigeration, plumbing and heating, automotive, and liquefied petroleum gas trades—are individu-

Announcing . . .

A NEW TROUBLE-SHOOTING MARKET RESEARCH SERVICE

DO YOU NEED:

- (1) Information on statistical source material, public and private?
- (2) Informed guidance through the maze of government statistics?
- (3) Back data on economic trends for specific markets?
- (4) Help in setting sales quotas?
- (5) To know the location of good markets (and bad)?
- (6) To know the current volume of business in your industry?

For years, SALES MANAGEMENT, as publishers of the annual *Survey of Buying Power*, has served as the recognized authority for answers to questions such as those posed above, and we shall continue to answer without charge routine questions on the *Survey of Buying Power* through our Librarian and Readers' Service. However, the volume of inquiries of a research nature has become too large to be handled efficiently through these channels alone. Accordingly, we have made arrangements with Market Statistics, Inc., headed by Dr. Jay M. Gould, Research Director for the annual *Survey of Buying Power*, to handle questions of SALES MANAGEMENT subscribers involving points of special technical interest. If such questions can be readily answered from data on hand, there will be no charge. For problems involving special research efforts on the part of the staff of Market Statistics, a nominal charge will be quoted, based on the time involved. In addition, Market Statistics, Inc., entrusted with the responsibility of preparing all estimates underlying the SALES MANAGEMENT *Survey of Buying Power*, will make available to SALES MANAGEMENT subscribers, by special appointment, its files of regional statistics, among the most complete in the country.

For further information write or phone Dr. Jay M. Gould at Market Statistics, Inc., 432 4th Avenue, N. Y. 16, MU 4-3559 or SALES MANAGEMENT, LExington 2-1760.

ally packaged in master cartons.

While there are of course many sizes of individual cartons and master cartons, all are of the same design: two-inch blue circles on a natural background, with the Wolverine trade-mark in red. Contents and specifications are pre-printed in red ink in the bottom row of circles on two sides of the master cartons and on the ends of individual cartons, thus making them easy to identify. The name and address of the manufacturer are pre-printed in red on two sides of the master cartons and on the front, or top side, of individual cartons. Individual cartons are packed on edge in master cartons so that the specifications printed on them are visible while they are still in the master cartons.

How to Sell Benefits

Having revolutionized its packaging, Wolverine Tube Division immediately began to tell customers and prospects all about the advantages to them. Advertisements are now run in the leading business papers in the fields which it serves. Month after month, full-page advertisements in two colors tell the story of Wolverine tubes, plus its distinctive carton. Each advertisement carries an illustration which includes the carton. Much of the copy, too, is devoted to features of the carton: "individually cartoned," "contents legibly identified," "easy to stock and inventory," "easy to merchandise and sell," "always protected," "easy to reship," "easy to display," "clean and dry," and so on.

Not satisfied with this, Wolverine about the same time launched a direct-mail campaign to approximately 5,500 customers and prospects, reiterating the advantages of its distinctive carton and the quality and features of its products. Each mailing includes a miniature carton containing literature and sometimes samples and novelties. The mailer-cartons resemble the stock cartons, but are more colorful, with an over-all design of white discs on a blue background. The trade-mark in red is retained. The novelties serve as pegs on which to hang the copy: a small envelope containing instant coffee ("we're sitting up nights, drinking lots of coffee."), a sample package of gum ("something to chew on"), a piece of sandpaper ("Things are getting rough all over."), a multi-color pencil, etc.

Proofs of the advertisements and samples of the mailings are sent to the sales representatives in the Division's seven mill depots and 25 sales offices, together with monthly sales

letters, to keep them apprised of promotional activities employed to support their efforts, and to supply them with sales helps.

"Response to the miniature carton campaign was terrific," says H. A. Harty, advertising and sales promotion manager. "We had intended to use the cartons for only one year, but at the urgent request of our sales representatives and of many of our wholesalers, we continued it for a second year.

"But we haven't discontinued the use of the small-size miniature cartons. This year, for the first time, we are conducting a direct-mail campaign to approximately 60,000 installation men—the men who buy and install the tubing—urging them to buy Wolverine tubes from their local wholesalers. For this campaign we are using miniature cartons similar to those we formerly sent to wholesalers. There is one difference, though: The miniature cartons formerly were inserted in plain outer cartons for mailing. This year we are using a wrap-around miniature carton which provides space for addressing without using an outer carton. That the wholesalers appreciate this unusual support, is obvious."

A third merchandising activity is a counter-display service. From time to time, Wolverine Tube Division makes up a counter display for wholesalers

and has its sales representatives install it for them. These displays usually are of the easel type and many of them either are replicas of the Wolverine carton or have a similar design. Again, novelties are employed. One display, for example, represented a Wolverine carton and was filled with candy mints. Copy invited the customer to have a Life Saver while waiting.

In between prepared counter displays, Wolverine supplies wholesalers with a "Display of the Month" service: "Ideas for your own displays, with materials you have on hand." Copy and sketches explain how to use Wolverine cartons, tubing, and literature, and perhaps a little paint, cardboard or other material which wholesalers already have, to make sales-getting counter displays.

Magazine advertisements to wholesalers this year are illustrated with reproductions of photographs of manufacturing operations in Wolverine plants. One campaign carries these pictures encircled by a coil of Wolverine copper tube. This is supplemented by a sketch of Wolverine's distinctive cartons. The other campaign features plant pictures within a picture of the individual carton.

In addition to contributing to the increase in sales to wholesalers, the new packaging methods are reducing damage claims to almost zero.



HARVEY'S RARE BRISTOL SHERRIES play friendship role between ancient mother-city of Bristol, England, and Bristol, Conn. To mark opening of Festival of Britain, William R. Keevers, (left) state manager for Park & Tilford Distillers Corp., acting in behalf of 155-year-old John Harvey & Sons, Ltd., presents airborne cargo of gifts from citizens to James P. Casey, mayor of Connecticut's Bristol.

what!

why!

All NBP industrial publications are distributed by controlled circulation to specific

technical groups with similar interests. Controlled circulation periodicals comprise approximately 50 per cent of the country's independent business press.

When you see the NBP insigne on an industrial magazine masthead, you can be sure of the highest quality editorial content and certain of top advertising results. Like these:

—a leading advertising agency tabulated all reader response to one client's advertising. Of the twenty publications bringing the most response, fifteen were controlled distribution papers.

—a large materials manufacturer made a readership study among key customers to determine the most effective publications for an advertising campaign. Tabulating the results on a cost per mention basis, they discovered that three out of the first four magazines on the list used controlled circulation methods.

NBP headquarters is the "Clearing House" for these industrial publications where

all the cooperative knowledge of their markets is available to advertisers and readers of the business press. NBP supports continuing studies to determine *who reads what and why*. In short, NBP functions as a catalyst to step up the teamwork among industrial publishers, advertisers and business paper readers.

NBP industrial publications are unique among all periodicals for two reasons. (1) Their *directed distribution* gives comprehensive coverage of proven markets without waste. (2) Their editorial material is wholly devoted to industrial information of interest to those specialized groups whose knowledge and skill profoundly affect the economic, industrial and military strength of our nation.



SILVER QUILL—To add greater interest and effectiveness to the business publishing profession, the Silver Quill was first created in 1950 by the National Business Publications, Inc.,

to be awarded annually to the individual performing the most distinguished service to the business press of America. The 1951 Award was made by the President of the United States at the business mobilization dinner of the Society of Business Magazine Editors in Washington, D. C.

BUSINESS PUBLICATIONS, Inc.

STREET, N. W.

WASHINGTON 5, D. C.

WRITE FOR COMPLETE
INFORMATION ABOUT NB
"THE SELECTIVE
MEDIA GROUP"



This letter has been mailed to all wholesalers handling the Ray-O-Vac line. It is designed to help the company and the salesmen to forestall gripes about shortages and the allocation policy. It puts the salesmen "on the spot" about the contents of weekly sales letters from the boss, and gives them added pride and confidence because it places them up as business counselors.

Put Your Salesmen on the Spot!

Want to be *sure* your sales bulletins are read? Then urge customers to fire questions at salesmen—the answers to which your salesmen can find only in your own bulletins.

BY J. A. McILNAY

General Sales Manager, Ray-O-Vac Co.*

"Next time he calls put him on the spot." You can start a letter to your customers with that statement only if you have a top-side sales force with which to back it up.

I did it, and gained the benefit I was seeking with our customers plus an unexpected dividend in the reaction it had among our own salesmen.

* Madison, Wis.

We learned a lot from our mistakes and those of others during World War II. We learned, for example, that in selling an infrequently purchased impulse item such as a flashlight battery, nothing is more important than the highest type of personal selling based on good merchandising and sound public relations with our wholesale distributors.

My letter to our customers put Ray-O-Vac salesmen on the spot by urging them to ask our men *why* stock was allocated and *how* the limited supplies were divided to effect fair and equitable distribution.

During a period of shortages and uncertainties, continuance of active sales effort in the field is essential.

That sales effort must change as conditions change, but there must be no relaxing of the total sales endeavor. Thus, if real service is to be performed, our customers should be able to obtain accurate, fresh, and important information from our salesmen, and we believe that some unusual means should be used to call their attention to the fact that such service from us was available.

This was our problem shortly after the beginning of military action in Korea: We knew that shortages were coming, and soon, and that allocation

would become necessary. Should we take the easy way out and stay away from merchandise-hungry customers as much as possible, or should we take the harder way and actually become more active in personal selling in the field? After our experiences in 1942-45, it was not difficult to decide.

Ray-O-Vac products are widely distributed among wholesalers in most all trade fields. Consequently, we have a great many customers.

Why Personal Letters?

Shortly after the outbreak of the Korean war we reorganized our selling program and concentrated on ways to be of real service to the trade in spite of the growing shortage of supplies.

Each week I write a personal letter to our men in the field, giving them fresh, accurate information on the status of production, any effect of new or changed government controls, and our appraisal of general business trends as we can see them here at headquarters.

Our men are actively encouraged; in fact, they are instructed to get out and "face the music" by making personal calls on each customer more often than had been their habit. As shown by the reproduced letter, we make sure that our customers expect our salesmen to be thoroughly informed about their own business problems and to be able to work out satisfactory solutions.

We want our men to explain carefully not only our own status, but to discuss intelligently major business problems which confront our customers. We look for every opportunity to be of service to them for, after all, is it not service that ties one to his customers?

When allocation became necessary we treated our men as adults and gave them the responsibility of managers in their territories.

We place the responsibility for fair distribution in the hands of our salesmen and, although we police it to be sure that the privilege is not mis-treated, we have learned that the experienced salesman, when told the truth and when given the why's and wherefore's, can be trusted to look upon his territory with a sound, long-range vision.

And let me emphasize this important point: We do not allow customers to go over the head of a salesman on any matters involving allocation. The salesman controls the situation in his territory, and his customers are not allowed to gain anything by "pleading the case at court."

Advertising is an important help in increasing sales and in strengthening our competitive position, but in our business we find that good merchandising in the field is even more important in sales success. We cannot out-advertise any of our competitors if they have more advertising dollars than we have but, man for man, we believe we can out-merchandise them in the field.

The letter reproduced on page 88 has brought a better response than any letter we have sent to the trade in the past. Perhaps wholesalers found it refreshing to have a supplier challenge them to put salesmen on the spot, to focus attention on shortages and offer to render a service.

To be sure, we have received a handful of unpleasant replies, but in each instance a check of the records reveals that the writer is a habitual complainer, or is among those at the



bottom of our list of customers.

More typical of responses is this one from a North Carolina jobber:

"As general sales manager of Ray-O-Vac Co., I believe that you will appreciate a letter from a customer and I do not hesitate to write and commend you for the fair way you are now distributing your Ray-O-Vac LEAK PROOF and other Ray-O-Vac items at this time when materials restrictions exist.

"Since our initial order of Ray-O-Vac batteries several years ago, we have never known what it was not to have batteries in stock until they were forced on allocation.

"Everyone hates to miss sales and we are no exception, but it's not so bad when we know that our competitors are also missing sales and we know that they are going to receive batteries based on previous sales just as we are.

"It's good doing business with a company that is acting as fair and square as we believe the Ray-O-Vac Co. is. We appreciate your distributing your products on a fair basis and we can assure you that every time we receive our quota of batteries we will make every effort to distribute our batteries on a fair basis also.

What Buyers Say

"We are sold on Ray-O-Vac and our customers are sold on them and we expect to be doing business with the Ray-O-Vac Co. today, tomorrow and all of the tomorrows we hope to be in business."

Or this one from the Boston area:

"Many thanks for your frank appraisal of conditions, and the method you have chosen for making fair allotments to us, your customers.

"Having gone through the many tribulations and 'what-nots' of the not too distant last upheaval, we are firmly convinced that when dealing with reputable people we are honestly and fairly treated and have no qualms about their operations.

"As for Mr. Eaton, your representative in this area, we have found him at all times to be a perfect gentleman—in whom we have every confidence, and on whose judgment and advice we are absolutely willing to rely.

"Be assured that we will extend to you every bit of cooperation that may tend to make his and your task a little lighter and, if possible under these conditions, a little more pleasant."

Response from our customers is more gratifying than we expected. Without any question the letter has focused attention on Ray-O-Vac and lifted our salesmen into a class by themselves.

And now here is the unexpected benefit the letter has produced: Because it has put the salesman on the spot and has announced to his customers that he is prepared to render an important service, he knows that he really *must* study all the information we give him in weekly letters. And, most pleasant to me and to my staff, is the proof during the last few weeks that our men have a new feeling of pride and confidence because of our expression of faith in them when we "put them on the spot" with their customers.

RAY-O-VAC COMPANY



GENERAL OFFICES • 212 EAST WASHINGTON AVENUE

Madison 10, Wis.

February 22, 1951

Dear Customer:

Next time he calls, put him on the spot.

Ask him to tell you exactly how he determines your fair share of the limited supply of Ray-O-Vac LEAK PROOF and other Ray-O-Vac items.

Ask him why the supply is limited, how it compares with former periods, what the outlook is for the future.

Ask him about materials restrictions and probable trends toward further shortages. Ask him how you can best safeguard your business to successfully meet these problems.

Each Ray-O-Vac salesman is kept fully informed on conditions in our own business and general business conditions each week. There is no hedging or tempering in the facts passed on to him.

Use him. Take advantage of what he knows by letting him be a real "consulting partner". He is anxious for every opportunity to be of help to you.

Your Ray-O-Vac representative is not slowing up in his calls. He is making more calls today than under so-called "normal" conditions. He will never acquire a "Santa Claus complex". He is humble and sincere in his mission of FAIR DISTRIBUTION. He will not waste your time. He will not cry about things none of us can do anything about. He will stick with facts.

He believes in you.

Yours very truly,

RAY-O-VAC COMPANY

J. A. McIlnay
J. A. McIlnay
General Sales Manager

JAM/rk

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bottom of our list of customers.

More typical of responses is this one from a North Carolina jobber:

"As general sales manager of Ray-O-Vac Co., I believe that you will appreciate a letter from a customer and I do not hesitate to write and commend you for the fair way you are now distributing your Ray-O-Vac LEAK PROOF and other Ray-O-Vac items at this time when materials restrictions exist.

"Since our initial order of Ray-O-Vac batteries several years ago, we have never known what it was not to have batteries in stock until they were forced on allocation.

"Everyone hates to miss sales and we are no exception, but it's not so bad when we know that our competitors are also missing sales and we know that they are going to receive batteries based on previous sales just as we are.

"It's good doing business with a company that is acting as fair and square as we believe the Ray-O-Vac Co. is. We appreciate your distributing your products on a fair basis and we can assure you that every time we receive our quota of batteries we will make every effort to distribute our batteries on a fair basis also.

What Buyers Say

"We are sold on Ray-O-Vac and our customers are sold on them and we expect to be doing business with the Ray-O-Vac Co. today, tomorrow and all of the tomorrows we hope to be in business."

Or this one from the Boston area:

"Many thanks for your frank appraisal of conditions, and the method you have chosen for making fair allotments to us, your customers.

"Having gone through the many tribulations and 'what-nots' of the not too distant last upheaval, we are firmly convinced that when dealing with reputable people we are honestly and fairly treated and have no qualms about their operations.

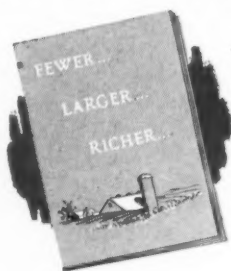
"As for Mr. Eaton, your representative in this area, we have found him at all times to be a perfect gentleman—in whom we have every confidence, and on whose judgment and advice we are absolutely willing to rely.

"Be assured that we will extend to you every bit of cooperation that may tend to make his and your task a little lighter and, if possible under these conditions, a little more pleasant."

Response from our customers is more gratifying than we expected. Without any question the letter has focused attention on Ray-O-Vac and lifted our salesmen into a class by themselves.

And now here is the unexpected benefit the letter has produced: Because it has put the salesman on the spot and has announced to his customers that he is prepared to render an important service, he knows that he really *must* study all the information we give him in weekly letters. And, most pleasant to me and to my staff, is the proof during the last few weeks that our men have a new feeling of pride and confidence because of our expression of faith in them when we "put them on the spot" with their customers.

How well do you know the 1951 farmer?



This 24-page booklet "Fewer... Larger... Richer" is free to executives.

It tells you what has happened to America's farms in the past 10 years—how farms and farmers have changed—how you can best direct your sales strategy to develop this rich, *active* market.

This market study has been acclaimed for its scope—and its understanding of the farmer: his methods of thinking, reading, listening and *buying*.

A request on your company letterhead will bring this booklet to you.

Wildrick & Miller, Inc.
Advertising and Sales Counselors
630 5th Ave., New York, N. Y.

I RECOMMEND THIS EXECUTIVE

For one of America's best known corporations he was top man of an entire division; he employed and trained salesmen for the national sales force, conducted successful sales meetings, planned and operated the production, sales, promotion, public relations, advertising and merchandising. He's a thinker who is also a do-er, possessed of a strong imagination tempered with practical sense.

He is now available after more than 20 years with this one employer—who will vouch for his ability, accomplishments, loyalty and conscientiousness.

He's in excellent health, financially responsible, and has character and business references of top-drawer quality.

Somewhere among SALES MANAGEMENT'S readers there must be a company head who can use his many talents to advantage.

Philip Salisbury
General Manager
SALES MANAGEMENT
386 Fourth Avenue
New York 16, N. Y.

Shop Talk

Seventh Avenue Wonderland

Gent in the dress manufacturing business wrote us, the other day, asking how he could get some information on research to find out what kinds of clothes women want. My reaction was an unbelieving "No-o-o-o!", rising to a croak, just like Mortimer Snerd.

You don't have to listen, very often, nor very long, to the yakkety-yak of the girls in the office, or groups of housewives, to realize that what is loosely spoken of as the "cloak and suit" industry is the industry that, saleswise, comes nearest to bordering on sheer madness. If the boys who sell stoves and automobiles and rugs ran their businesses the way the garment industry runs its business, we'd have the world's most spectacular bonfire of worthless stock certificates.

In the garment industry, everything is upside down. Instead of starting with a study of consumer wants, and then trying to match those wants with merchandise done in good style and good taste, they work the other way. Some Big Name on the Champs Elysées in Paris, or some Arbiter of Fashion on Fifth Avenue, goes into a trance and decides what "everyone will be wearing" this season. Then everybody rushes to copy those ideas and everybody tries to cram the result down the throats of womankind.

The result is a business which, for magnitude of hazard, is in about the same class with night clubs and the theater. You can go broke in it in a hurry.

When Christian Dior startled the fashion world in 1947 with what came to be called "The New Look," a dumb-founded but credulous Seventh Avenue began to turn out clothes so bizarre that when they reached retail channels the salespeople were all but slapped in the face by indignant customers. The idea, it seems, was that women were to have the "triangular silhouette"; pin-headed, round-shouldered, pinch-waisted, with bustles on the hips, skirts at ankle level, and pointed-toed shoes grandma threw away 50 years ago because they were so uncomfortable.

Curious about the whole thing, I questionnaired all the girls in the office, all ages, all incomes, to ask what they thought of the new styles. Boiled down, this is what the girls said: They were willing to go along with slightly longer skirts, but they hadn't the slightest intention of discarding the clothes they already owned. They were indignant at a radical change in style at a time when prices were so high. Nearly 60% of them didn't "like the new styles at all." About 80% of them didn't believe the men would like the new styles; 97% of them said they would not buy a new foundation garment to meet the requirements of the new style. And 91% said they had no intention of discarding shoulder pads which so much improved their figures.

As a result of even this brief sampling, I was rash enough to predict that the New Look would have to undergo some substantial modification before it would be widely accepted. I leave it to you to judge whether the prediction was later borne out by the facts.

The garment folks could do, I believe, with some sound industry research on markets and purchasing habits. The object: To get a realistic and factual basis for planned designing, pricing and timing. To take one example: The industry seems to have done little to measure the changes

brought about in demand by the tremendous increase in the number of women who work. According to the latest figures from the Labor Department, these women now number 18,419,000. Because the manufacturers are so intent on straining to find "something new," they tend to gamble predominantly on novelties, leaving the market substantially under-stocked on the type of quiet tailoring that looks best in business surroundings.

Henry Rosenfeld, manufacturer of popular-price dresses, has made himself a millionaire because he knows so well how to turn out classics and standards, with nice style variations, for the millions of women who are in the market the year around for such fashions. Here, too—in the classics and standards—is another field the industry might do well to research.

This assumption that everybody wants to buy the same thing at the same time must cost the garment industry millions of dollars a year in mark-downs and distress stocks. Just before and after Easter this year, a woman could buy any kind of coat she wanted in New York so long as it was a "pyramid style." Yet one would have to be thick-headed indeed not to realize that any woman slightly under average height or slightly over average weight, looks dumpy and unattractive in a flowing coat of this type. Research would, I think, help to correct some of these things, and would get the garment industry's output much more closely matched to tastes, seasons, age groups, and the kind of life American women are now living.

Even to a casual observer, the garment industry comes through regularly with promotions that seem illogical and ill-timed, or fails to provide what the season demands. (I don't go along with those who say women are slaves to fashion and are basically illogical when it comes to buying clothes.) Every August, for example, when the thermometer is breaking ninety and the humidity is heavy enough to mold the books in your library, Fifth Avenue breaks out with windows full of satin dresses. Here in New York about July 1 every store is just about cleaned out of cotton dresses when the hot weather still has three months to go and millions still haven't bought their vacation wardrobes. Right now there are enough taffeta dresses on Broadway and Fifth Avenue to give every woman in the Metropolitan area about seven outfits. Yet, with few exceptions, taffeta is a fabric that few women above the size of 14 or 16 can wear well. See what I mean?

I am not insensitive to the fact that there are some few firms that are doing an excellent job of designing purposefully to meet market wants and needs. L'Aiglon, Jantzen, McKettrick, Nelly Don, for example. A firm like Koret of California, which makes clothes only of the practical sports-college-girl type, is in such a strong market position that they can and do buy as much as half a million yards of corduroy at one time. These people do not work on an opportunistic basis; they have staked out a section of the larger market and are producing clothes to meet the specific needs of that market.

The astonishing development in new synthetic fabrics like orlon and nylon, the crease-resisting processes, and other chemical developments through which fabrics can be given permanent or semi-permanent starchiness, or made water-proof or mildew-proof or soil-resistant, probably will bring about a revolution in the textile field. But the consumer appeal inherent in these fabrics and fabric treatments will be lost in substantial degree if the people who design and make the finished garments do not succeed in matching the style tastes of American women.

As I said, the whole business seems upside down to me. I find it fun to speculate on what would happen if the industry should decide to start with consumer wants and go on from there. Women are getting more and more independent in their thinking about fashion, and when women get independent, look out for change. I just have a feeling that the days when the fashion czars and czarinas can cram something down the throat of Mrs. Spelvin are numbered.

A. R. HAHN
Managing Editor

What and how Business Advertisers are advertising and selling!



This latest and largest Composite Edition shows you.

Now you can see, in compact and concise form, examples of how business advertised to business during March, 1951.

The Wall Street Journal Composite Edition includes one typical advertisement of each business advertiser using the only national business daily during March, 1951.

460 advertisers told their business stories to the large and responsive readership of The Wall Street Journal during that single month. If you would like your free copy of this composite, with its 460 examples of current business advertising, simply fill out the coupon below and mail it to the address indicated. There is no obligation, of course.

The Wall Street Journal
44 Broad Street
New York 4, New York

Gentlemen:

Please send me, without obligation, a copy of your latest Composite Edition.

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FIRM _____

ADDRESS _____

CITY _____ STATE _____

Crises Can't Crush Rollman

(Continued from page 39)

"When we started here," he explains, "we thought we will do business just like we have done all our life—make a good product, give it to the salesman, and then we will all be happy. Boy, oh, boy, were we wrong!"

The Rollman's affiliated factory in England could boost output from 1,000 pairs a day in 1932 to 25,000 a day in 1939, on an annual advertising budget of \$12. This went for one two-inch ad in *Punch*.

\$36 Advertising "Budget"

With the U.S. about three times as populous as England, they figured on a "grand total of \$36, but we found that branded goods have got to be advertised day in and day out. It took us three years to find out what *merchandising* means. That word cannot be translated into any language."

Today, Wellco spends a modest \$80,000 for advertising. Dealer efforts may equal this figure. "Although advertising adds a bit to the cost of the shoes," Heinz finds that "it certainly helps our customers to move the merchandise."

Retailers are sold direct by the company's salesmen—who are told to "underload" them. Heinz emphasizes that Wellco advertises not to force stores to handle the shoes but to help retailers to move them: "We want to be sure that nobody gets stuck."

Of the present 5,000 customers, about 4,800 are "family" shoe stores, mostly in smaller cities. Department store accounts usually carry individual items but not the full line. "Our bread is buttered on both sides and around the rim," says Heinz, "by the independent shoe dealers. We don't want to stab them in the back with unfair competition."

The dealers are not exclusive, but because Foamtreads are patent-protected, they know that "no one across the street can undersell them."

Formerly Heinz was in charge of Wellco's sales and advertising. Now sales are directed by Joseph Stanelli, vice-president, and Leo Leslie is merchandising and sales promotion manager.

Joe worked in this whisky business and the U.S. Army before becoming a Wellco factory employe. Then Heinz coached him in selling for six months and sent him out on the road. Stanelli directs a force of 25 men.

Always, Heinz is concerned with the people who wear the shoes. A few months ago, pleased with a steady flow of favorable letters from con-

sumers, he put some of them into a flyer for the trade. But when Stanelli saw it, Heinz says, "he got all excited. He thought we were throwing away money. Finally, we convinced him that we had neither asked for nor paid for the letters. Then he insisted that we have the stuff remade, and say at the top that the letters were unsolicited."

Foamtread gets inadvertent promotion from others' foam rubber-product campaigns.

"For \$5 million a year," explains Heinz, "people are told that they should sleep more comfortably on air foam mattresses, sit more comfortably on foam rubber cushions, and walk and stand more comfortably on foamrubber underlays and mats."

"We think it is much easier to wear Foamtread shoes than to carry around a mat all the time to stand on. It is also cheaper to spend \$15 or \$20 to equip the whole family with Foamtreads than to pay \$1,000 for foamrubber underlay for the whole house."

One Day's Work

Heinz should find time to talk to more dealers himself. A Waynesville cab driver named Jones told me of the day last year when he drove him the 100 miles over the Smokies to the Knoxville airport, where Rollman took a plane for Chicago. Jones had lunch in Knoxville and went to a movie. When, later that day, Rollman returned, he brought with him an order for 80,000 pairs of shoes.

A good day's work, said Jones. The cab cost something too.

Trying to describe how Heinz sells, an associate showed me the section on "illogical salesmanship" in Gilbert Highet's "The Art of Persuasion" in *Vogue* for last January.

Logical salesmen, wrote Highet, select the inducement, establish a welcome atmosphere, and then "argue gently, and slowly and gradually." The illogical seem to have no rules at all, and yet sometimes can be far more effective. From Casanova and Saint Germain to Richelieu, Disraeli and Bismarck, they could persuade others to take steps and risks which seemed even against their own interests.

Highet found them "always incalculable, bold and random—could it be, inspired?" Their chief traits are will power and concentration.

Heinz Rollman could be inspired. One Wellcoite listed his qualities, in order, as vision, courage and judgment. To them I would add humane-ness. . . . He looks like a Jewish Ben Duffy—slender and of medium

height, with combed-back black hair and black eyes that are penetrating and friendly. His thoughts and movements are quick. He has organized his time to get a lot of things done.

Wellco's sales force here has yet to reach the level Heinz has set in getting shoes sold throughout the world.

In three years the force has been completely remade. Stanelli picked most of the men. They are of varying ages, both with and without previous shoe experience. All are "independent" in their own territories. They are paid straight commission, which recently was raised from 5 to 7%. Although Wellco helps them with correspondence and other problems, they must pay their own expenses.

But Heinz believes their ability and morale are developing. While I was there a New England salesman phoned to say he had sacrificed his commission in order to sell 10,000 pairs at a special price.

Last September Wellco brought all the salesmen to Waynesville for a first annual meeting with executives and production supervisors.

Despite the wide differences among territories and markets in buying power, habits and interests, Wellco is working to build their over-all effectiveness and earnings. The women's line, for example, does best on the West Coast, fairly well in some other areas, including North Carolina, and worst in neighboring Alabama, Mississippi and Louisiana. Women's summer "casuals" sell well in Florida in winter, up north in summer. Largest individual customers are Marshall Field, Chicago; Macy's, New York, and Associated Merchandising stores.

Retailers and consumers are responding to Wellco's private war against inflation.

Wellco vs. Inflation

In a recent letter to salesmen Heinz noted that in nine months commodity prices climbed fast: wool felt, 75%; leather, 25 to 45%; cotton, 50%; crude rubber, 400%.

But he told them that prices of some 35 styles of infants', children's, men's and women's slippers "will not be increased for orders taken now." In fact, 15 of these styles "might be shipped at a lower price."

He urges salesmen to "keep on selling Foamtread shoes as usual."

Even in the event of all-out war Foamtreads, this time, may be called essential. For many people, such as arthritics and rheumatics, Wellco says these are "the only shoes in which they can walk and work."

And there may be other aces up

his sleeve. . . .

Formerly account executive on Wellco at the New York advertising agency of George N. Kahn & Co., Leo Leslie came down last January to serve as the company's first full-time merchandising director.

For the "advertising year" started March 1, these functions will be supported by 1½ to 2% of anticipated sales of specific lines.

The \$38,000 budgeted for Foamtreads includes \$3,500 for two insertions each in *Good Housekeeping* and *Parents'*, and \$3,280 for four pages in *Boot & Shoe Recorder*, *Coast Shoe Reporter*, and *Merchants' Trade Journal*.

But 85% of it will be devoted to localized, pinpoint efforts.

The largest item, \$10,000, is for store displays, direct mail and newspaper mat service. (Each spring and fall, dealers are said to use 1,000 Foamtread mats.) About \$5,000 will pay "salesmen's promotional bonuses," and \$4,000 will go for local TV and other work.

Salesmen's Bonuses

Wellco's salesmen have been told that "whenever any of your stores runs an ad on regular Wellco merchandise, you will receive a bonus equivalent to 25% of the value of the space used," at local rates. The potential, however, is 2½% of a store's volume of orders. This basis applies also to time in broadcasts by stores, including a new one-minute TV film commercial.

The salesmen also receive bonuses for getting stores to use point-of-purchase displays. A current display, costing \$2.25, is sold to stores at this price. But for each one installed the salesman is paid \$1.25. And when a store devotes an entire window to Wellco, he gets \$25. Here again he may earn up to 2½% of his volume.

The bonus plan does not apply, Leslie tells the salesmen, "in those special instances where it is absolutely essential that we contribute a substantial amount in co-op advertising."

About \$30,000 will promote a new line of novelty slippers made by the California-process division. These are not foam rubber-soled. Even more than comfort and wear, they feature novelty and eye appeal.

Meanwhile, its offerings continue to grow: Sweet Sioux moccasins; Slackers, a sort of laced moccasin; sports and beach and dressier shoes; Jobase women's arch-supported leather-and-Foamtread . . . promoted on such slogans as "Walk on Air" and "For the Walk that Relaxes."

Newest major addition is the Cali-

20,611 COPIES PER DAY INCREASE OVER AN ALL TIME HIGH FOR THE 6 MONTHS' PERIOD

20,611 MORE FAMILIES PER DAY READING THE FREE PRESS

Without benefit of any "force feeding" promotions, 20,611 MORE FAMILIES are reading The Free Press than a year ago, over and above an all time high for the period.

Net paid circulation of 436,675 WEEKDAYS and 477,119 SUNDAYS for the 6 months' period ending March 31, 1951, is an increase of 20,611 weekdays and 4,739 Sundays over the corresponding period.

When the members of 20,611 MORE FAMILIES than a year ago read The Free Press every day, we think it indicates that the people of the Detroit area like and prefer the kind of a newspaper we create.

Take advantage now of this expanding NEW Free Press market — these Free Press families whose buying power assures handsome results to Free Press advertisers every business day.



The Detroit Free Press

JOHN S. KNIGHT, PUBLISHER

Story, Brooks & Finley, Inc., National Representatives

fornia division line of novelty slippers for tiny children, called Fun-Timers. The brainstorm of Leo Leslie, they come, with appropriate devices on them, in three styles: a racing car, the Hot Rod (with four wheels and tires); a train, the Casey Jones; and the Fire Chief. In two weeks, through the efforts of Joe Stanelli, 20 department stores ordered 100,000 pairs of Fun-Timers. And in 1951 Wellco expects to sell 500,000 pairs.

One Fun-Timer promotional feature will be the boxes in which they are packed. Leslie thought the boxes should do double duty. Boys and girls can turn the panel designs into three dimensional settings for fire engines, trains and racing cars.

The start of Fun-Timers' production on the second floor of Plant No. 2 on Tuesday morning, April 3, was a Haywood County event—duly broadcast over local station WHCC and reported in the *Waynesville Mountaineer*. Local officials and dignitaries, as well as Rollmans and Kaufmans and other Wellcoites, turned out for it. The Baptist minister gave it his blessing. The bank president said it looked now as though all his relatives might be employed.

For once, Heinz Rollman put on his coat (a brown sports jacket) and found time to have his picture taken. Mrs. Heinz braved the county dry law by producing (but smashing) a bottle of champagne.

Plumper and less nervous, Ernest Rollman bears no title but works on legal, personnel, insurance and tax matters. Much of his time is on Ro-Search. Walter Kaufman, Wellco's executive v.p., directs financing and purchases of raw materials. Curt Kaufman, factory superintendent, also is active in product research. Heinz, Ernest and Walter travel extensively abroad on Ro-Search development.

As new executives are hired they may get the same unusual compensation basis which Heinz evolved for Stanelli and Leslie: "50%" of it is half the agreed-upon salary; "25%" the percentage of that amount to sales of the previous year, and "25%" a percentage of net profit. The latter percentages remain fixed. The plan is intended to guarantee "wages" to stimulate sales production, but to make certain that profits remain as important as volume.

But Leslie says the main reason which impelled him to move his

home from suburban New Jersey to this remote mountain town was "wanting to work with Rollman."

Heinz says Wellco set out to build "first, a good business and a sound business, and then worry about profits." Unlike most shoe companies, the factory runs 52 weeks a year. He believes this helps all concerned: "We can give the dealers better service, produce more at lower cost, and give our workers steady income."

Wellco has trained several handicapped workers for certain jobs. Despite linguistic problems, it has found places for five displaced persons, brought over by a Catholic priest.

In purest corn on the outside of Heinz Rollman's office door is inscribed: "Welcome. Are you prepared to meet Rollman? Have you done your share for the \$16,000 weekly payroll? . . . The best people in the world go by and thru this door. The best shoes in the world go out the back door."

But the Rollmans seem to believe their "best people" line. They have convinced Wellco licensees to give birthday presents to all their combined 7,000 employees. This averages out to 20 a day.

Except for France and the Argentine, where there are two, one Ro-Search licensee is exclusive in each of 25 countries. And except in Belgium, England and Italy all have been named since 1945.

The list includes Angola, Australia; Canada, Ceylon, Colombia, Costa Rica, El Salvador, Finland, Greece, Guatemala, Honduras, Israel, Mexico, the Netherlands, New Zealand, Pakistan, the Philippines, Portugal, Spain, Venezuela—and Wellco.

China May Get Them

Leaders in Foamtread volume are now England, France and the Argentine and, about even, Canada, Mexico and the Philippines.

Thus far says Heinz, "we have begun to tap only half of the shoe population of the world. And of course there are many millions who do not wear shoes. Perhaps we will educate them."

He is working now in Africa, and will go to India in July. Starting with Formosa, he even expects, in time, to Foamtread China.

Behind the Iron Curtain, although the royalties are lost, Foamtreads are still being made. He showed a clipping from the Russian magazine *Little Fire*, which quoted the U.S.S.R.'s minister for light industry on "its" process of vulcanizing foam-rubber between sole and insole. The minister proclaimed "these shoes . . .

Want to reduce your inventories?

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Ship almost anything almost anywhere. Your best markets are only hours away. Call TWA today for rates, schedules, quick pick-up.

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TWA
TRANS WORLD AIRLINES
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All TWA flights carry
— Air Mail and Air Cargo

at least equal in wear and comfort and health" to all-leather shoes.

On the translation, Heinz writes: "The Russian government is using very extensively various Ro-Search patents and processes."

But Ro-Search's principal wares are brains. They work less on a patent than a continuing know-how basis. "Our business," says Heinz, "is largely a selling business. We must not only sell licensees but we must help them to sell."

One advantage in dealing, worldwide, in intangibles is that "no matter what happens, we can keep going."

Ro-Search seeks shoe, tire and rubber company prospects. Their most complete list—in fact the only worldwide list—is provided by the U.S. Department of Commerce. But after two decades, they have gained some knowledge in finding and analyzing prospects. They are helped by six agents who travel Latin America, Europe, Asia and Africa.

World-wide Control

Contact and correspondence of three months to a year may precede signing. Only Heinz signs the Ro-Search part of the license agreement. He may never have seen the licensee.

"But," he declares, "we have had no lemons yet."

"In fact, we exercise more production control over our licensees than do their own stockholders. We build their machinery in Waynesville. We train their key people here and their factory people and others there. Also we guide them in styling, merchandising and selling. . . . Our slogans are being translated into a dozen different languages."

Ro-Search offers them a system of factory organization and control, and even systems of "profit-sharing and other employe benefits that were unheard of in those countries."

Foamtreads in, say Guatemala, are essentially the same as in Greece.

Where restrictions prevent purchase of machinery from this country, Ro-Search supplies paper patterns, prototypes of wooden lasts and metal patterns for casting aluminum molds, so that licensees may have dies and castings made in their countries. But Ro-Search would rather make the machinery—which it supplies at cost. A complete installation, minus packing, transportation and duty, may total \$12,000.

A data book for licensees shows, among other things, cost breakdowns of all items entering into the making of a pair of Foamtreads.

For Jobease, for instance, described

...For documentary papers of enduring quality



IT ISN'T SURPRISING—THAT PRINTERS SAY "RISING"!

If you seek business papers with years of wear built into them—that time won't yellow or dull—you can rely absolutely on the word your printer will give you for such papers—"Rising!"

Because he knows paper best! Has a long familiarity with Rising quality. He knows from experience that it stands up. And will confidently and unhesitatingly, recommend Rising Parchment.

Rising Parchment

- is 100% rag
- is Opaque
- is available in 4 weights
- has a distinctive unglazed parchment finish

**WHEN YOU WANT TO KNOW
...GO TO AN EXPERT!**

Rising Papers

**ASK YOUR PRINTER
...HE KNOWS PAPER!**

Rising Paper Company, Housatonic, Mass.

Coming . . .

**In Sales Management
June 1**

Plough Plows It Back

By Lawrence M. Hughes

Let's Put More Small Plants

To Work on Defense Orders!

By Senator John Sparkman

Chairman, Senate Small Business Committee

"If You Want to Sell the Farmer . . ."

By Henry W. Collins

Executive Vice-President, The Celotex Corp.

Demonstrator Cuts 2-Hour

Sales Story to 10 Minutes


By E. Ralph Harris,

Manager, Industrial Sales, Alemite Corp.

Sent On Approval Copyright Series Of 31 Unusual Sales Letters

Sales Managers in scores of businesses have acclaimed this Series of 31 Sales Letters as the most interesting and resultful they have ever used—to spark their staff with enthusiasm and up sales curves. Far removed from high-pressure tactics, these unusual letters present sound, substantial "sales-ideas" that do a whale of a job in helping each salesman to (1) Perfect his selling technique and (2) Increase his sales per call.

Whether you have 5 or 500 salesmen, don't let this opportunity go by to have these letters sent for your approval. Send no money. If the letters fail to sell you, just return them at the end of 5 days. If you like them, remit the total cost—only \$25.00. You have everything to gain and nothing to lose—write today. Please make your request on your letterhead.

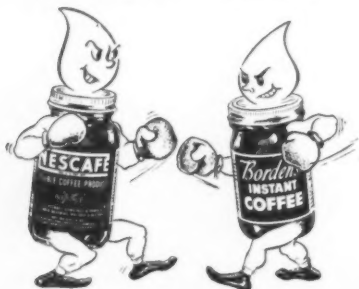
ROBT. B. YOUNG 

(References: Dun & Bradstreet)

Sales & Marketing Consultant

625 MARKET STREET • SAN FRANCISCO 5

GROCERY STORE WEEKLY BOUTS



IN THE BATTLE OF INSTANT COFFEES

Each week, THE BAYONNE TIMES sends its staff of investigators into a 10% cross-section of all Bayonne retail grocery outlets. Currently a 10 week continuing survey is featuring INSTANT COFFEES. The weekly sales are tabulated by brands, type of outlet, sizes, and other pertinent data.

Send or call for complete details of current and contemplated grocery store surveys.

THE BAYONNE TIMES

"Bayonne cannot be sold from the outside"
NATIONALLY REPRESENTED BY
BOGNER & MARTIN

TOP FLIGHT SALES MANAGER AVAILABLE

Successful record of accomplishment in sales planning and promotion; training and supervision of national sales force; market surveys; advertising; merchandising. Experienced, energetic leader. College graduate. Connection desired with responsible manufacturer.

Box 2777, Sales Management,
386 - 4th Ave., N.Y.C.

as "leather laced-on nurses' shoes," the cost last year totaled \$3.16.6. Recommended selling price was \$3.40. Among a score of cost items is advertising, 5c a pair.

The Rollmans prefer the primary licensee to be a shoe factory—which hires a rubber factory to do the sole assembly.

Reproduced in the data book are Foamtread advertising and displays as used in American publications and stores. One shows the "Foamtread Bar" at Macy's. . . . But also presented are ads of Pirelli in England; a men's shoe window in Greece for products of Tevika, Ltd.; a Mexican woman wearing the wares of Distribuidora Industrial, S.A.; an Israeli newspaper ad by Hamgaper, Ltd., of Haifa. . . .

I left the Great Smokies with the feeling that Heinz Rollman was taking the current crisis in his stride.

Heinz is a happy man. He has been glad merely to be alive and building again. "I think," he says, "it is easier to be happy."

In 1929, when he was 17, he took a two-week vacation in Switzerland. There, among those taller mountains, he wondered what makes the world go round, and on 300 pages he wrote down his philosophy and basis of action. He would not show them to me. But they have to do with "building

things to help shape and improve the lives of others."

All people, he decided, are alike in wanting:

- "1. A full stomach;
- "2. To stay out of the rain when it rains, and
- "3. To keep their minds up as free men."

After he gets Ro-Search really rolling, he would like to "go into politics to help people."

He is working now on a plan to avert World War III. It involves not the building of military strength, nor the propaganda of words, but "the propaganda of substance." To the poverty-stricken people, behind the Iron Curtain and elsewhere, he would send \$10 billion of food to convince the people there that the propaganda of their leaders is all lies.

"This will be cheaper," he believes, "than \$50 billion spent for war, and it will do good."

"I should like to sell the people and the leaders of this and other democratic countries on the propaganda of substance. Already I have done some work on it—in Washington and other places.

"But there is still much more work to do."



"WHO WANTS TO WORK FOR HIM?" A scene from the 10 minute, 35mm. sound-slide film: "How To Give An Employee An Order And Get It Done" released by the Visual Training Division of Variety Merchandiser Publications, 192 Lexington Avenue, New York City. This is the first of a series on "Successful Supervision."

Advertising

MEDIA ... AGENCIES ... SERVICES

National Advertisers' Record Budget for Newspapers in 1950 — Nearly \$ 1/2 Billion

National advertisers' \$499,000,000 investment in newspaper space has topped all records in 1950, the largest amount ever put into any single advertising medium by national advertisers.

Irwin Maier, publisher of *The Milwaukee Journal* and chairman of the Board of the Bureau of Advertising, American Newspaper Publishers Association, announced this official 1950 figure as he presided at the annual meeting of the Bureau's close to 1,000 newspaper publisher members, held as part of the ANPA's annual convention in New York City.

The new highmark—fifth all-time high in newspaper national advertising scored in five years—represented a dollar gain of 12.1% over 1949. It was nearly double the long-standing highmark of \$260,000,000 in national advertisers' investments scored by daily newspapers in 1929—and compared almost as favorably with the \$270,000,000 score of postwar 1946.

The 1950 gains, the Bureau disclosed, went through virtually every classification of national newspaper advertising, ranging from a 9.7% gain in national grocery advertising to a 39% gain in cosmetics advertising, and a 78.4% gain in radio and television advertising in newspapers.

Mr. Maier stated that, "The near-half-billion-dollar figure is the strongest vote of confidence national advertisers have ever paid to a single medium's ability to cut their distribution costs and make their selling more efficient and profitable."

Among the major industries employing newspapers as a prime mover of their sales, the grocery industry, as in most past years, ranked first with a 1950 total of \$123,354,000. Automotive advertising moved up from 1949's \$85,856,000 by a 14.3% gain to a 1950 high of \$98,094,000, the Bureau states.

Liquor advertising, one of the heaviest contributors to newspapers' gains, rose from a 1949 score of \$24,498,000 to \$29,053,000 in 1950.

Another spotlight was thrown on drug products advertising which showed a gain of 28% — 1950 vs. 1949 — rising from \$19,213,000 to \$24,588,000.

These dollar figures on national newspaper advertising are annually compiled by the Bureau of Advertising's Research Department, headed by William G. Bell, director of research. They constitute the basis for the Bureau's annually issued booklet, "Expenditures of National Advertisers," which enumerates, by company and individual product, the investment made in newspaper advertising by all national advertisers spending \$25,000 or more in the medium during 1950. Copies are to be distributed on a request basis to national advertisers and agencies throughout the United States and Canada.

NBC Follows CBS with Network Rate Cuts

The National Broadcasting Co. has announced an over-all reduction



ELECTED chairman and vice-chairman, respectively, of Mutual Broadcasting System: Thomas F. O'Neil (left), vice-president and director of the Don Lee-Yankee Networks and of General Tire and Rubber Co., and E. M. Antrim (right), secretary of station WGN, Chicago, and the business manager and a director of the Chicago Tribune Co.

of its afternoon and evening radio network rates. Following the lead of Columbia Broadcasting System which last month announced its radio network rate reductions, NBC has closely duplicated the CBS reductions as follows: 15% for the 8:00—10:00 PM segment; 10% for all other periods after 1:00 PM; morning time and till 1:00 PM remains the same. In the case of CBS, the 10% reduction ends at 11:00 PM.

Referring to CBS's reduction in rates, the American Broadcasting Co. issued the following statement: "The American Broadcasting Co. will continue to maintain its competitive advantage among the three major networks. We shall meet the competition." Implication from this statement and many indications throughout the industry are that ABC's rates will have been similarly reduced by the time this issue of SALES MANAGEMENT has gone into the mails. This



HONORED by some 400 leaders in the advertising and publishing fields at luncheon sponsored by the *Woman's Home Companion* is war correspondent Marguerite Higgins whose article, "War In Korea," was published in the magazine. With honor guest are (left to right) R. B. Alexander, *Woman's Home Companion* advertising sales manager; Albert E. Winger, board chairman, Crowell-Collier Publishing Co.; Miss Higgins; Edward Anthony, publisher of *Woman's Home Companion* and *Collier's*; Clarence Stouch, president of the publishing company.



E. P. SEYMOUR, director of advertising sales and board member of Crowell-Collier Publishing Co., has been elected a vice-president.

action is even more probable in light of already published rumors that Columbia is endeavoring to buy ABC.

The Mutual Broadcasting System, more or less sailing on the windward quarter of the other three nets, is expected to change its tack also.

The NBC and CBS rates are to be effective July 1, 1951. Said NBC, which made its announcement three weeks after CBS, "Although station contracts require a 90-day notice for rate changes, the affiliates were requested to advance the effective date from Aug. 3 to July 1, 1951."

NBC also announced that "it is undertaking a basic economic study of radio network values for future long-range planning to enhance the medium's commanding position in the American economy."

The Milwaukee Journal Leads in R.O.P. Color

Continuing the leadership in R.O.P. color advertising established after the war, *The Milwaukee Journal* led all American newspapers in this classification again in 1950 with a total of 1,082,540 lines. In second place was the *New Orleans Times-Picayune* with 844,433 lines and in third place, *The Chicago Tribune* with 816,540 lines.

While the comparative figures indicate that no other newspaper is pressing *The Journal* for first place in R.O.P. color advertising, the other top spots on the list are being hotly contested. Significant trends not revealed by the figures are the broadening base of color advertising usage in the general and retail field and the increasing volume of four-color advertising among all major newspapers accepting color. General R.O.P. color lineage in *The Journal* last year covered such widely varied classifications as jewelry, automotive, foods, appliances, toiletries and beverages, and the retail classifications were

similarly broadened.

Use of color in 1950 also was characterized by a growing number of multiple newspaper insertions, with some four-color advertising appearing simultaneously in a dozen or more papers. Short cuts in engraving and other mechanical processes leading to lower production costs gave considerable impetus to the broader use of color among all newspapers.

TV to Balance Ad Budgets With the National Income

Television can be the lever to lift advertising budgets back into line with the national income, Louis Hausman, CBS vice-president in charge of sales promotion and advertising, told the National Newspaper Promotion Association at its annual convention banquet held in Washington, D. C.

Selling against television, he said, is like "trying to make water flow uphill." Instead, he advised that television be used as a "force to induce advertisers to expand their total advertising investment."

[Leo E. McGivna, head of the New York City advertising agency of that name, and a speaker on the following day's program, took a dim view of the Hausman argument that TV appropriations need not be harmful to newspapers. The trend, he felt, was to increase TV by taking a bite from the appropriations for other media. Newspaper men, he argued, should base their sales and promotion efforts on the assumption that such would be normal practice.]

Mr. Hausman quoted figures to show how the relationship between

advertising and the national income has become unbalanced. He pointed out that whereas the national income for 1929 to 1946 had increased 120%, from \$87 billion to \$180 billion, advertising budgets in 1946 were \$100 million less than in 1929. In relation to the national income, he added, the advertising decline was even greater, going down from 3.9% to 1.9% of the national income. This figure rose to 2.4% in 1949, and then declined last year to 2.2%, the figure it stood at in 1941.

"I don't know," said Mr. Hausman, "whether the proper relation should be the 3.6% of the depression years or the 2.8% average of the post-depression years."

"But I do know," he added, "that too many advertisers are still computing advertising on a dollars-per-case basis. You sell so many cases, you spend so many dollars. The clinker in this is that they are using the old-fashioned dollars to sell higher-priced cases."

How can increased budgets be urged in these times of rising costs? By realizing that "sales are getting harder to make," Mr. Hausman said, and that "advertising is the lowest cost item in the manufacturing-distribution economy of the country."

Consumer dollars are getting scarcer, the CBS executive said, and the sales and profits of American advertisers can continue "only if advertising increases in proportion to the national income." And "the more ways we devise to communicate to people, and the more use we make of these ways, the more goods will be sold."

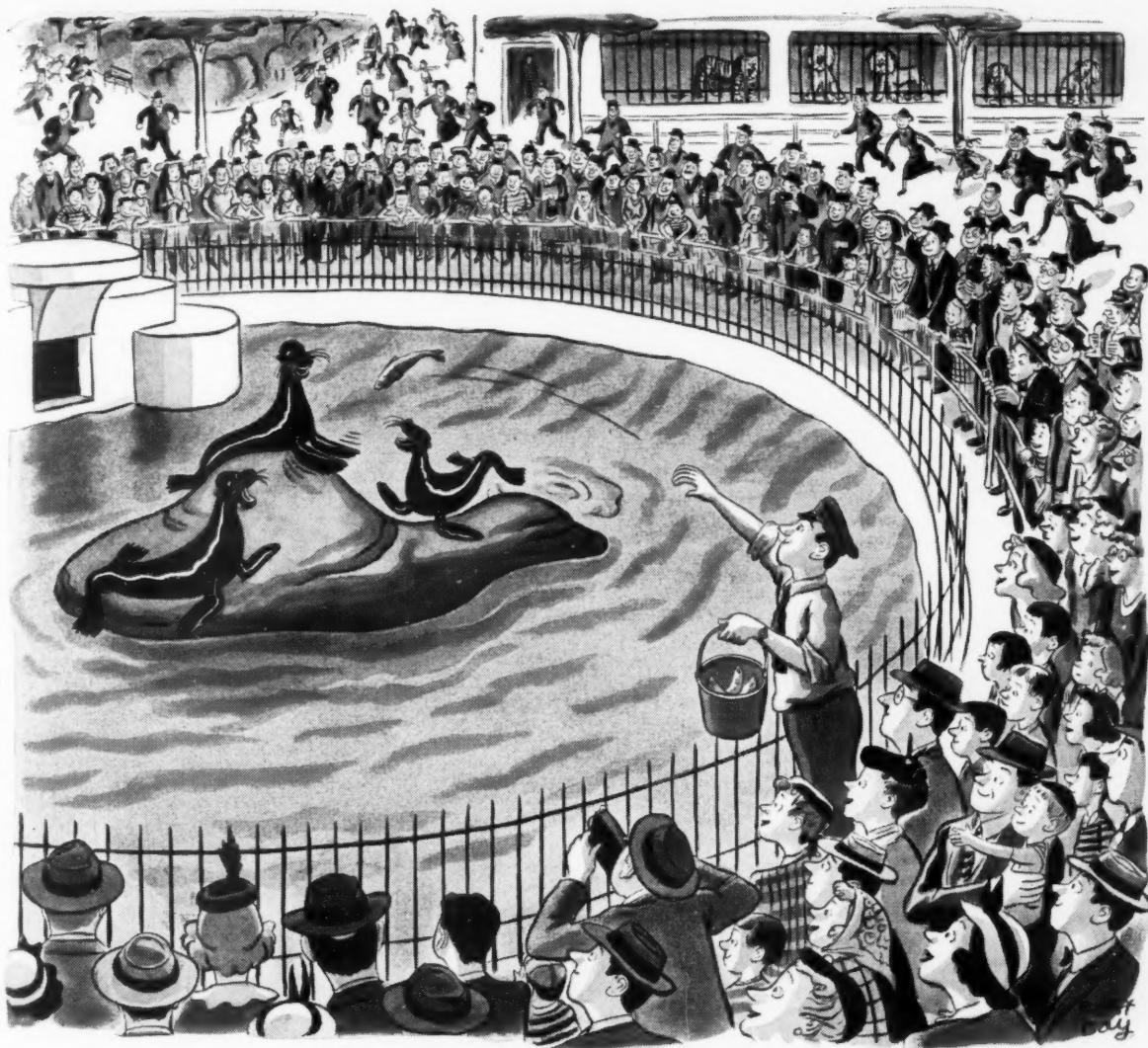
MODEL VANS RELATE WHK MOVE TO TIME SALES



MOVING DAY for a Cleveland radio station—WHK, affiliate of Mutual Broadcasting System—is dramatized to sell air time. At left J. B. Maurer, WHK commercial manager, shows models of moving vans, White



3000's, to Nancy Lenz. She and other WHK girls delivered toy trucks to advertisers and agencies. Accompanying tag said, in part, "Don't toy with the idea. Buy time on the station that moves merchandise." Above is one of Lincoln Storage Company's new White 3000 Trucks which moved the radio station from Terminal Tower to its new home, "Radio Cleveland," 500 Euclid Ave.



pulling power

If you want your advertising to play to S.R.O. audiences place it before a ready-made S.R.O. audience. **FIRST 3 Markets Group** offers you the **FIRST Sections** of the **FIRST Newspapers** of the **FIRST 3 Cities** of the United States. And, in these Sections, the finest Rotogravure and Colorgravure reproduction assures you maximum package and product *EY*Identification. For real pulling power use...

the group with the Sunday Punch



FIRST 3

MARKETS GROUP

NEW YORK SUNDAY NEWS
CHICAGO SUNDAY TRIBUNE
PHILADELPHIA SUNDAY INQUIRER

rotogravure
colorgravure

picture sections
magazine sections

New York 17, N. Y., News Building, 220 East 42nd Street, VAnDerbilt 6-4894 • Chicago 11, Ill., Tribune Tower, SuPerior 7-0043
 San Francisco 4, Cal., 155 Montgomery Street, GArfield 1-7946 • Los Angeles 17, Cal., 1127 Wilshire Blvd., MICHigan 0578

MAY 20, 1951



TV IS LEVER to lift advertising budgets back into line with the national income, Lou Hausman, CBS vice-president in charge of sales promotion and advertising, told NNPA at its annual meeting in Washington, D. C. Standing left to right: Bert E. Stolpe, promotion manager of Des Moines (Ia.) Register and Tribune and retiring president of the Association; Mr. Hausman; Wayne Coy, F.C.C. chairman.

The easiest way to get this advertising budget increase, continued Mr. Hausman, is to accept television "as a new and another way of communicating to people—not as a substitute for other ways."

Television is "an addition justified by the relation of advertising to the national income," he added. And "it comes on the scene just at the time when we have to sell the output of the greatest plant in our history."

More and more goods must be produced, Mr. Hausman summed up, "to avert shortages so that the dollar should not shrink to postage stamp proportions." To get this increased production, "all-out efforts and energies of distribution" are needed, and "this means the capacity use of every available medium of communication." Pointing out that television is but one medium, although "the youngest," it is the medium "which is drawing the largest volume

of whistles from advertisers today," Mr. Hausman stated.

He concluded by saying, "Couple this ardent appreciation with the fact that advertising is now the cheapest item the advertiser buys, and I think it becomes quickly evident that television is the most logical fulcrum any of us have to increase the use of all advertising. I believe such a course makes the best sense for all of us and for our national economy as well."

Street Lighting Makes Debut

Another weapon in the fight against death and destruction due to inadequate visibility is a new magazine being published by The National Street and Traffic Safety Lighting Bureau, 1410 Terminal Tower, Cleveland, national authority and information source on safety after dark.

Called *Street Lighting Magazine*, the publication is edited especially for officials responsible for lighting American streets and highways, and is to be published on a quarterly basis.

Dedicated to the furtherance of modern street lighting as a most effective means of preventing traffic accidents, curbing crime and enhancing business, civic and cultural values, *Street Lighting Magazine* is designed to serve officials who are responsible for planning, installing and maintaining modern systems of street and highway illumination.

Edmond C. Powers and David Skylar, both with The Griswold-Eshleman Co., are editor and associate editor, respectively. Mr. Powers also serves as director of Public Information for the Bureau.

TV Viewing, Retail Sales Heavier During Summer

Television delivers more audience in summer months than in the three previous spring months.

Challenging the popularly held theory regarding summer television, Edward D. Madden, NBC vice-president in charge of sales and operations, has disclosed that for every six television homes the NBC advertiser reached in the months of April-May-June, seven were reached during the July-August-September period in 1950. This was an increase of 16.6%.

Mr. Madden states that by next August there will be 14,000,000 television homes, or about 40,000,000

potential customers for advertisers using NBC-TV. This is double the 1950 total of 7,000,000 television homes.

In discussing warm weather television, Mr. Madden reports that the survey shows three out of four television set owners choosing television as their "most frequent" summer evening activity, and that set usage between 7 and 11 P.M. last summer declined only 14% from the average in April, May and June.

A survey of NBC advertisers using television last summer reveals that virtually everyone recorded a larger audience in the summer months than in the spring months.

Indicating advantages of summer TV sponsorship, Mr. Madden has pointed out that during 1950 the total of retail sales in the United States were greater during the summer months than in the two previous quarters (January to June) and only negligibly less than the final quarter of 1950.



PRESENTATION of bronze plaque testifying to consistent leadership in accuracy, completeness and impartiality of news reporting is made to *The New York Times* by the Advertising Club of New York and commemorates the 100th anniversary of the newspaper. Arthur Hays Sulzberger, publisher of *The Times*, here addresses club members and guests.



CLARENCE W. HARDING, director of public relations, *The South Bend (Ind.) Tribune*, is elected president for 1951 of the National Newspaper Promotion Association.

SORRY BOB . . . Right picture, wrong job were linked up in SM, May 1.

Facts are: Robert P. Davidson, with the Hearst organization for over 30 years and general manager of *Puck*—*The Comic Weekly* for more than a decade, is continuing in that post. Mr. Davidson announced that Kenneth B. Hurd, formerly a vice-president and a director of Federal Advertising Agency, Inc. and previously publisher of *American Druggist*, returned to Hearst on April 15 as advertising director of *Puck*.



Mr. S. E. Russ, Cargo Sales Manager of Transcontinental & Western Air, Inc., says: "I have found the SALES MANAGEMENT County Outline Retail Sales Map extremely valuable in making sales presentation from coast to coast."

when sales executives are planning and deciding . . .

Sales Management

is always
in the picture

No matter what problems the Sales Chief may face in his working day, the chances are he'll make use of SALES MANAGEMENT magazine or one of the special tools SM provides to help him in his job.

In addition to the pertinent ideas he finds in every issue of the one publication edited specifically for him, the typical Sales Executive turns to SALES MANAGEMENT for aids and services which include:

- County Outline Retail Sales Maps
- The annual *Survey of Buying Power*
- Reader Service Department and Library
- Special Consultation
- Sales Letter Round Table
- Specialized Application for Employment Blanks.

for example: Although each of SM's 14,531 subscribers will get one copy of the 1951 *Survey of Buying Power*, advance orders have already been received for 1,017 extra single copies at \$4.00 each.

Combine these special services with the stimulating editorial content in one of the world's "most often quoted" publications and you see the *consistent impact* of SALES MANAGEMENT on the opinions and decisions of the nation's sales executives.

THE MAGAZINE OF MARKETING

Sales Management

386 Fourth Ave., New York 16, N. Y.

333 North Michigan Ave., Chicago 1, Ill.

• 15 East de la Guerra, Santa Barbara, Calif.

MAY 20, 1951

101

WHAT TO SAY AND HOW TO SAY IT IN A WAY THAT PACKS A PUNCH!

**FRESH IDEAS FOR
YOUR ADVERTISING**

FOR A PLEASANT SURPRISE
TRY THIS AD AGENCY
YOU NEVER HEARD OF—con-
sumer, trade, and industrial ad
campaigns—catalogs, folders,
catalog sheets, packaging,
publicity releases, etc. Reason-
able prices! Creative ideas.
Association recognition. Dun
& Bradstreet listing. Samples
on request. No obligation.

Bert L. Shepard
ADVERTISING
1562 Main St., Springfield 3, Mass.

WHAT TO SAY AND HOW TO SAY IT IN A WAY THAT PACKS A PUNCH!

**SALES MANAGER WANTED
\$10,000 REWARD**

If you can meet my requirements I will give you a \$10,000 stock interest in my company. I started my business in 1914 with a few thousand dollars, an ambition to build a future and security for myself and family; and a willingness to make every sacrifice necessary to accomplish my aims. I gave up a \$15,000 sales manager job to do this. Today I'm earning over \$25,000 yearly. I now have one of the largest companies of its kind in the country. My future and security seem assured.

Now I need a sales manager who can hire, train and handle commission salesmen. (This is not house-to-house selling.) The man I want will be willing to make the sacrifices I made. His income for 3 months, or until he proves himself, will be straight commission. Within 5 years he can be earning over \$20,000 per year, salary and bonus. As a reward for making the sacrifices during the period he is proving himself, and after he has proved himself, I will give him a \$10,000 stock interest in my company. If someone had offered me this opportunity 15 years ago, I would have jumped at it. As a matter of fact, if I did not have my present security today, and if I were looking for a real opportunity to provide the things I want by first proving my ability, I would jump at this opportunity now. However, I don't expect a single reply to this ad; because most men today are looking for something that does not exist: future and security without work and sacrifice. Maybe I'm wrong. Maybe you are the one man in a million who is willing to prove his ability by deeds and sacrifices in order to achieve security and financial independence with a young, growing company. If you are the man I want, you are as rare as an honest politician in Washington. Read this ad again. If you think you have the stuff of which success is made and are willing to prove it, and if you are accepted you are a mighty lucky man. Write Box 2778, Sales Management, 386 Fourth Ave., New York 16, N. Y.

Worth Writing for . . .

Booklets, Surveys, Market Analyses, Promotion Pieces
and Other Literature Useful to Sales Executives

How to Use Projected Pictures in Advertising: A brochure put out by The Harwald Co., Inc., tells how a new Shopper Stopper slide-film projector works for any product that has to share sales space with thousands of other items: where it can be used, what it does to promote impulse buying, display models and colors, draw people to windows, show merchandise in use, capture customers' waiting time and stop the shopper. Write to R. Grunwald, Sales Manager, The Harwald Co., Inc., 1216 Chicago Ave., Evanston, Ill.

comprising the Lubbock area, or Lubbock Trading Zone as recognized by ABC—also reproductions of actual photographs of the various market centers: cotton, grain, agriculture processing, livestock; shopping centers; homes; banking institutions; public utilities; hospital and medical centers; churches; hotels and inns; Reese Air Force Base, and others. Write to Wayne Henly, Advertising Director, Avalanche-Journal Publishing Co., Lubbock, Tex.

Your Letterhead: Does it sell your business . . . give dignity to your enterprise? A handbook issued by The Champion Paper and Fibre Co. demonstrates how good letterhead design can be a useful selling tool. In four sections, it is a presentation of planning in logical order: type faces and their contribution to design; layout; use of ornaments, rules, decorations; color. Particularly helpful are the steps to take to convey the personality of the letterhead to related forms for more effective identification: in envelopes, invoices, checks, mailing stickers, tags, labels, etc. Write to Elsa M. Wehr, Assistant Advertising Manager, The Champion Paper and Fibre Co., Hamilton, O.

"The Yiddish Language—a Key to Jewish Living" by Joseph Jacobs, consultant for the Jewish Market. A booklet designed primarily to show why and how this language exerts a strong influence when used as a selling tool in the New York Jewish market. C. H. Gager, vice-president of General Foods Corp., in the foreword has this to say: "In the document . . . you will read a fascinating story of a foreign language which has persisted in America from its earliest usage—for over two hundred years. . . . The study is another valuable addition to our general knowledge of the Jewish people, Jewish ways, and life. . . ." Write to Mr. Jacobs, Jacobs Organization, 1 E. 42nd St., New York 17, N. Y.

"The Lubbock Story:" Published by the Avalanche-Journal Publishing Co., it's an earthy romance of pioneering to riches in the Lubbock area, a "state" within Texas as large as New Jersey, Delaware and Maryland combined. It gives figures on the percentage change in population during the decade; how Lubbock County has been raised to the official stature of "Metropolitan Area" by going over the 100,000 population mark in the 1950 U.S. Census. With the largest percentage of increase of any county of Texas of comparable size or larger, Lubbock now ranks thirteenth among counties of the state, while the City of Lubbock moves from fifteenth to eleventh position among cities. Included are figures on the Lubbock market: retail and wholesale sales, net buying income, farm income, manufacturing, bank deposits, building permits, new residences, oil, cotton and other crops. It is illustrated with an area map in color, which includes the 19 counties

WANTED SALES TRAINING ASSISTANT

• Capable writer with previous selling and sales training experience as assistant to Sales Training Manager of large midwest major appliance manufacturer. Excellent opportunity in progressive company for right man. Must be able to dig out selling facts, create selling ideas, write about

them effectively and present them personally to groups of sales people. Salary commensurate with ability. Send resume and recent picture. State salary desired and military status. All applications held in strictest confidence. Our employees know about this ad. Box Number 2779, Sales Management, 386 Fourth Ave., N. Y. C.

INDEX TO ADVERTISERS

| | | |
|---|---|---|
| Akron Beacon Journal 54 Agency: Phil DiNuoscio Advertising | Greyhound Lines 5 Agency: Beaumont and Hohman, Inc. | Trans World Airlines 94 Agency: Batten, Barton, Durstine & Osborn, Inc. |
| American Telephone & Telegraph Co. ... 47 Agency: N. W. Ayer & Son, Inc. | Jam Handy Organization 2nd Cover Agency: Campbell-Ewald Company, Inc. | Troy Record Newspapers 73 |
| Architectural Record 1 | R. O. H. Hill, Inc. 103 Agency: The Buckley Organization | United Board & Carton Company 80A Agency: Barlow Advertising Agency, Inc. |
| Associated Business Publications 68-69 Agency: Media Promotion Organization | The Schuyler Hopper Co. 49 | United Van Lines, Inc. 76 Agency: Stanley L. Cahn Co. |
| Bardwell & McAllister, Inc. 78 Agency: Elmer W. Ayer Adv. | Household Magazine 77 Agency: The Buchen Company | VanSant, Dugdale & Company 20 |
| Bayonne Times 96 Agency: Harvey B. Nelson Advertising | Kimberly-Clark Corp. 80B Agency: Foote, Cone & Belding | WBT (Charlotte, N. C.) 11 |
| Better Homes & Gardens 31 Agency: Kudner Agency, Inc. | Life 32-33 Agency: Young & Rubicam | WDIA (Memphis) 79 Agency: Cole & Co., Inc. |
| Buffalo Courier-Express 2 Agency: Baldwin, Bowers & Strachan, Inc. | Los Angeles Times 12-13 Agency: Smalley, Levitt & Smith, Incorporated | WFAA (TV) 85 Agency: Ratcliffe Adv. Agency |
| Building Supply News 25 Agency: Arthur R. MacDonald, Inc. | Louisville Courier-Journal 52 Agency: Zimmer-McClaskey Advertising | Wall Street Journal 91 Agency: Bozell & Jacobs, Inc. |
| Capper's Farmer 22 Agency: The Buchen Company | Milprint, Inc. 88A Agency: Jim Baker Associates, Inc. | Weekly Kansas City Star 6-7 |
| Chemical Industries Week 23 Agency: John Mather Lupton Company, Inc. | Milwaukee Sentinel 51 Agency: Fred J. Chlupp Associates, Inc. | Woman's Day 71 Agency: Paris & Pearl |
| Chicago Show Printing 66 Agency: George H. Hartman Company | Movie Advertising Bureau 63 Agency: Morey, Humm & Johnstone, Inc. | Woman's Home Companion 24 Agency: McCann-Erickson, Inc. |
| Chicago Thrift-Etching Corporation 80 Agency: Lampport, Fox, Prell & Dolk, Inc. | Nation's Business 4 Agency: Royal & de Guzman | Wildrick & Miller, Inc. 90 |
| Chicago Tribune 4th Cover Agency: N. W. Ayer & Son, Inc. | National Business Publications 86-87 Agency: The House of J. Hayden Twiss | Robt. B. Young Adv. Agency 96 |
| Cleveland Plain Dealer 21 Agency: Lang, Fisher and Stashower, Inc. | New York News 34 Agency: L. E. McGivena & Co. | Zippo Manufacturing Co. 53 Agency: Geyer, Newell & Ganger, Inc. |
| Davenport Times-Democrat 55-64 Agency: L. W. Ramsey Advertising | New York Times 3 Agency: Schwab & Beatty, Inc. | |
| Dell Publishing Co. 14 Agency: Robert W. Orr & Associates, Inc. | Parade Publications, Inc. 30 Agency: Robert W. Orr & Assoc., Inc. | |
| Delta Airlines 88B Agency: Burke Dowling Adams, Inc. | Rising Paper Co. 95 Agency: J. M. Mathes, Incorporated | |
| Detroit Free Press 93 Agency: Livingstone Porter Hicks | Sales Management 83, 101 | |
| Detroit News 78 Agency: W. B. Doner & Company | St. Paul Dispatch-Pioneer Press 28 Agency: Melamed-Hobbs, Inc. | |
| F. W. Dodge Corporation 1 | St. Petersburg Times 52 Agency: Griffith-McCarthy, Inc. | |
| Elks Magazine 20 Agency: Wilhelm-Laughlin & Wilson | Soundsciber Corp. 57 Agency: H. B. Humphrey-Alley & Richards, Inc. | |
| Elson Freeman Co., Inc. 9 Agency: L. E. McGivena & Co., Inc. | South Bend Tribune 10 Agency: Lampport, Fox, Prell & Dolk, Inc. | |
| First Three Markets Group 99 Agency: Anderson & Cairns, Inc. | Spokane Spokesman-Review-Daily Chronicle 26-27 Agency: Honig-Cooper Co. | |
| Florida Newspapers 3rd Cover Agency: Newman, Lynde Assoc., Inc. | Bert L. Shepard Advertising Agency 102 | |
| Forbes Lithograph Co. 59 Agency: James Thomas Chirurg Company, Inc. | Stein Bros. 60 Agency: The Phil Gordon Agency, Inc. | |
| General Auto Rental Co. 80 Agency: Samuel Taubman & Co. | Successful Farming 29 Agency: L. E. McGivena & Co., Inc. | |
| General Binding Corp. 79 Agency: Robertson & Buckley | Sweet's Catalog Service 18-19 Agency: The Schuyler Hopper Co. | |
| Good Housekeeping 75 Agency: Anderson & Cairns, Inc. | Time 16-17 Agency: Young & Rubicam | |
| Gray Mfg. Co. 61 Agency: Erwin Wasey & Company, Inc. | | |
| Greensboro News & Record 58 Agency: Henry J. Kaufman & Associates | | |

HOW'S *Your* LETTERHEAD?

● Why not find out? Don't risk giving the wrong impression of your company with a letterhead that doesn't do you justice. Write for "LETTERHEAD LOGIC" containing an analysis chart, letterhead cost table, a group of outstanding engraved letterheads, and facts about the finest letterheads you can buy, at prices you can afford. "LETTERHEAD LOGIC" is free. Simply request it on your company stationery and tell us what quantity you use yearly.

R. O. H. HILL, INC.
270-W Lafayette St., New York 12

COMMENT

WHEN A SPADE IS A SPADE

Sometimes the things we do in our spare time are just as important in the long run as what we do in our daily jobs. That's why a few comments on the subject of Radio Free Europe may not be so odd in a sales executives' publication as they might at first seem.

Radio Free Europe is a propaganda group. It's frankly proselyting for the free man's way of life. It's in direct and urgent competition with Communist propaganda. It's engaged in a vast sales operation. But, oddly enough, it's head is a retired four-star general, General Lucius D. Clay.

Radio Free Europe is owned by some 16 million Americans who last year signed the Crusade for Freedom Scroll and contributed \$1 toward the establishment of a radio transmitting station in Germany.

Radio Free Europe now operates two radio stations. With these stations, beamed to Czechoslovakia, General Clay declares "we are able to expose informers and quislings behind the Iron Curtain, undermine the authority of local Communist regimes, and, insofar as we are able, help those trapped behind the [Iron] Curtain to prepare for the day of liberation from Bolshevik domination."

Shortly, Americans again will be asked to contribute to the Crusade for Freedom, to support the two Radio Free Europe stations and to build new ones. General Clay's goal is 30 million contributors.

Would you like to help this voluntary Crusade for Freedom? Would you like to help this group continue to expose spies among the peoples of the satellite countries, to encourage resistance, to ridicule their Soviet rulers, and to help them call a spade a spade in spiking Russian propaganda? Radio Free Europe is a private agency, unfettered by diplomatic considerations. It can—and does—hit hard. If you'd like to help, send your contributions to the Crusade for Freedom, 308 Empire State Building, New York 1, N. Y.

WHY 90 OUT OF 100 DIE

"In 10 years at least half of our profits must come from new products."

That's no pie-in-the-sky theorist talking. That's a direct quotation from L. C. McKesson, sales vice-president of Ansul Chemical Co.

During World War II, development of new products was halted and the idea of devoting much thought to postwar products was frowned upon. So far in the present defense effort there's been little of that feeling. Just the other day, the automobile industry was given a semi-official go-ahead on its '52 model changes.

It's vital that new product developments go steadily ahead.

If this nation is to carry the burden of a \$50-billion-dollar-a-year defense load and to have butter in normal quantities, too, we'll need all the new ideas and products industry can dream up and market.

That's why we have no hesitancy in publishing at this time an article on the development of new products. Turn to page 45 of this issue for the article, "Can Your New Product Pass These Tests?" You'll learn why 95 out of 100 good ideas are discarded, four are dropped as unsaleable or unprofitable . . . and the one that survives is a six-year-old baby at birth!

A LITTLE INGENUITY

If your export sales still are being hamstrung by the dollar shortage abroad you may find a helpful idea in the current Kaiser-Frazer operation.

K-F calls its plan "Operation Export-Re-Export."

To illustrate how the plan works—and its effect on K-F sales—let's cite the deal with the new nation of Israel.

K-F exports unassembled cars. They are purchased by a company owned by residents of Israel which has built an assembly plant, using local capital, local labor, and local management. Some of the assembled cars will be sold in Israel. But others are to be re-exported to countries which have American dollars to spend and from whom the nation of Israel buys products.

K-F receives dollars for its unassembled cars. Israel and the countries with which it trades receive products which each wants and needs. In the normal—or presently abnormal—course of world trading the United States might never figure either as a buyer or seller in these deals. But K-F's three-way trade brings the United States into the picture. To date, 28 nations have agreed to buy cars from the new Israel assembly plant.

Why has K-F gone into this kind of an unconventional deal? Sheer necessity. When Hickman Price, Jr., executive vice-president of Kaiser-Frazer Export, went to Europe in 1947 to find out why K-F sales had plummeted from 1,752 units in July to 172 in December, he found that orthodox sales methods would end up in disaster. The idea now being put into effect in Israel was first tried in Holland in 1948. Last year, one out of each three American cars shipped to Holland was a Kaiser-Frazer.

Before you throw up your hands at export restrictions you might look into "Operation Export-Re-Export."

SHIRTTAIL EDITORIAL

And while we're on the subject of people behind the eight ball we'd like to direct your attention to the article on page 37 of this issue. If you've ever had the rug pulled out from under yourself you'll appreciate the spot in which Heinz Rollman has found himself—five times.